



TRANSFERRING TERRITORIAL GOVERNANCE IN EUROPE

What, How and Through Whom?



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Transferring Territorial Governance in Europe What, How and Through Whom?

1. The research context: ESPON TANGO
2. Territorial Governance: What to Transfer?
3. How Territorial Governance spreads across Europe?
4. Three modes of spreading
5. Final remarks



1. The research context: ESPON TANGO

ESPON TANGO: Territorial Approaches for New Governance

(Priority 1 – Applied Research)

- Nordregio (Lead Partner)
- Delft University of Technology / OTB
- Politecnico di Torino
- University of Newcastle upon Tyne
- Hungarian Academy of Sciences (CRS)
- University of Ljubljana,
Faculty of Civil and Geodetic Engineering

Time frame:

- Inception Report – Dec 2011
- Interim Report – June 2012
- Draft Final Report / Handbook – June 2013
- **Final Report / Handbook – 20 Dec 2013**



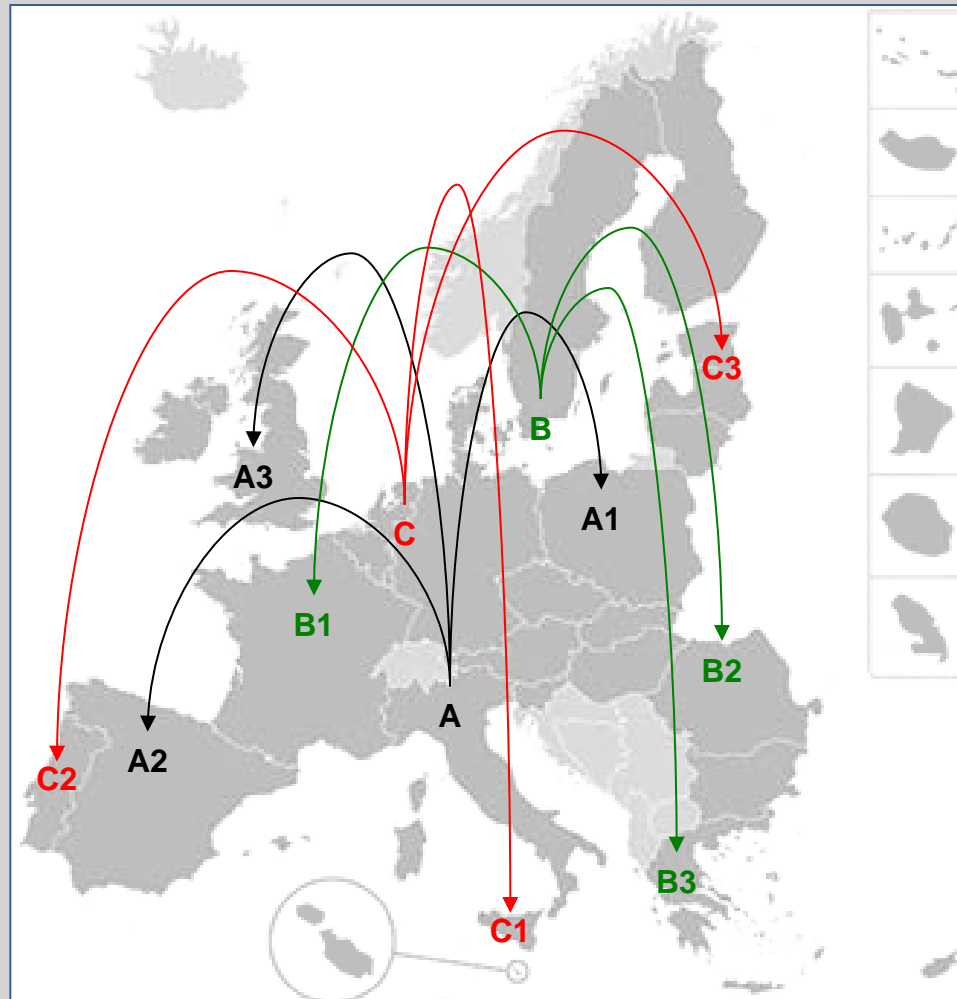
1. The research context: ESPON TANGO

Policy and Research questions - “rephrased”

- 1) Understanding how **vertical** and **horizontal coordination** of policy levels and sectors respectively is managed across Europe.
- 2) Identifying the **barriers** to ‘good’ territorial governance processes and mechanisms and determining how these barriers are **being overcome**.
- 3) Examining **institutional needs and capacity** at different levels.
- 4) Analysing what **role national and regional spatial planning** instruments can play in creating better territorial governance.
- 5) Assessing the ‘good’ or innovative elements of territorial governance **outcomes and processes** and determining which aspects can be transferred to other cases (such as Cohesion Policy).
- 6) Distilling a number of ‘good’ **territorial governance practices** for the Handbook of good territorial governance. What to transfer and how?

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2. Territorial Governance: What to Transfer?



2. Territorial Governance: What to Transfer?

A Policy Transfer Framework

(Dolowitz & Marsh, 2000)

Why Transfer? Continuum			Who Is Involved in Transfer?	What Is Transferred?	From Where	Degrees of Transfer	Constraints on Transfer	How To Demonstrate Policy Transfer	How Transfer leads to Policy Failure		
Want To.....	Have To			Past	Within-a Nation	Cross-National				
Voluntary	Mixtures	Coercive	Elected Officials	Policies (Goals) (content) (instruments)	Internal	State Governments	International Organizations	Copying	Policy Complexity (Newspaper) (Magazine) (TV) (Radio)	Media	Uniformed Transfer
	International Pressures		Bureaucrats Civil Servants	Programs	Global	City Governments	Regional State Local Governments	Emulation	Past Policies	Reports	Incomplete Transfer
	(Image) (Consensus) (Perceptions) Externalities	Pressure Groups	Institutions			Local Authorities		Mixtures	Structural Institutional Feasibility	Conferences	Inappropriate Transfer
	Conditionality (Loans) (Conditions Attached to Business Activity)	Political Parties	Ideologies					Inspiration	(Ideology) (cultural proximity) (technology) (economic) (bureaucratic) Language	Meetings/ Visits	
	Obligations	Policy Entrepreneurs/ Experts	Attitudes / Cultural Values							Statements (written) (verbal)	
			Consultants Think Tanks Transnational Corporations Supranational Institutions	Negative Lessons			Past Relations				

2. Territorial Governance: What to Transfer?

A further complexity:

Territorial governance is not per se a 'policy'

- Rather a complex process integrating several policies for the improvement of a place
- Even the best practices of territorial governance are a mix of more and less good features
- Can territorial governance be transferred?
- **What can be transferred in territorial governance?**

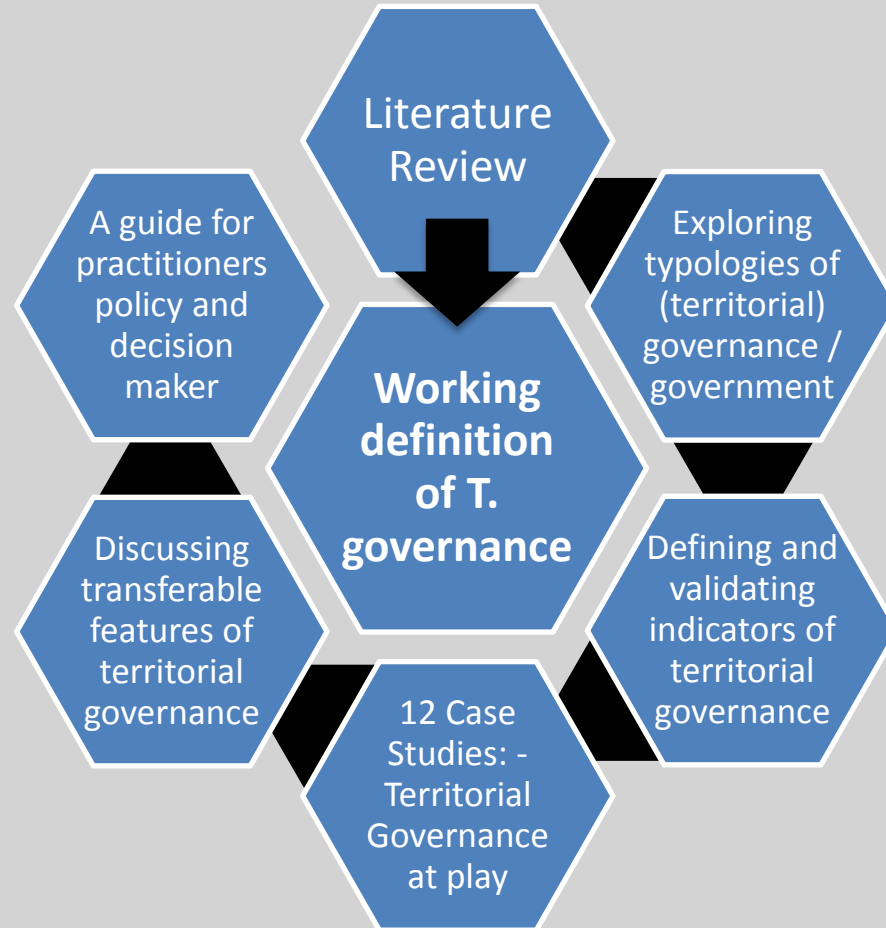
ESPON TANGO's proposal:

Identifying '**features**' of territorial governance within practices

Promoters & Inhibitors

2. Territorial Governance: What to Transfer?

Main research components of the ESPON TANGO project



Conclusions from the Literature Review on territorial governance

- Building on existing ‘theories’ of MLG and (territorial) governance to develop our five dimensions
- “Territorial” governance is a process the core question is how it contributes to achieving a specific territorial goal (TG of *what?*).
- “Territorial” governance is a way of helping to define or reify new types of “softer” or “functional” territories. It may help to “unravel the territory”
- Distinguish carefully:
 - a) governance of territories: “inevitably always there”
 - b) territorial governance: “how territorial knowledge/perceptions feed into (multi-level) governance”
- debate on “resilience” can offer fruitful insights into the role of knowledge and the adaptive/reflective capacity of actors & institutions

2. Territorial Governance: What to Transfer?

TANGO *working definition* of Territorial Governance: 5 Dimensions

Territorial governance is the formulation and implementation of public policies, programmes and projects for the development* of a place/territory by

- 1) **co-ordinating the actions of actors and institutions,**
- 2) **integrating policy sectors,**
- 3) **mobilising stakeholder participation,**
- 4) **being adaptive to changing contexts**
- 5) **realising the place-based/territorial specificities and impacts.**

* We define development as the improvement in the efficiency, equality and environmental quality of a place/territory (*in line with the Europe 2020 strategy*).

2. Territorial Governance: What to Transfer?

5 Dimensions and 12 Qualitative “Indicators”... and 42 Case Study Questions

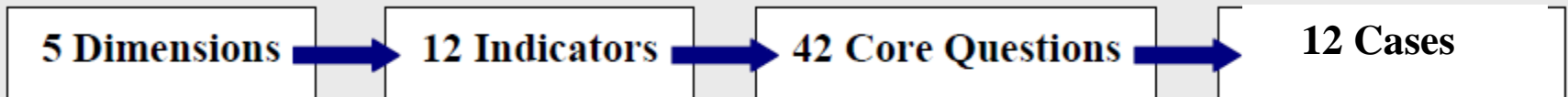
Five dimensions of territorial governance	Twelve indicators for assessing the performance of territorial governance
Co-ordinating actions of actors and institutions	Governing Capacity
	Leadership
	Subsidiarity
Integrating policy sectors	Public Policy Packaging
	Cross-Sector Synergy
Mobilising stakeholder participation	Democratic Legitimacy
	Public Accountability
	Transparency
Being adaptive to changing contexts	Reflexivity
	Adaptability
Realising place-based/territorial specificities and impacts	Territorial relationality
	Territorial knowledgeability and impacts

Relevance and practicality of these indicators have been **positively validated** by **Delphi-survey** in autumn 2012

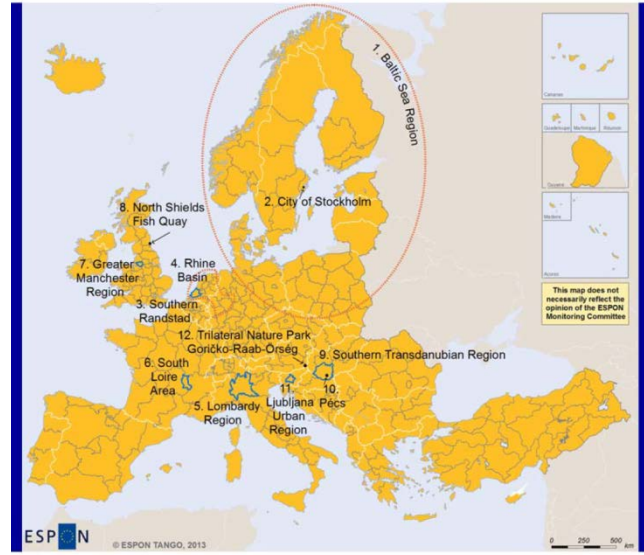


2. Territorial Governance: What to Transfer?

Deconstructing territorial governance at play: 12 cases



1	A Climate Change Adaptation Strategy for the Baltic Sea Region
2	Territorial Governance to achieve resource efficient urban development in Stockholm: good practices without consistency?
3	Integration between public transport and urban development in the metropolitan region of Rotterdam-The Hague
4	Cross-border Cooperation in the River Rhine Basin
5	Target-based Tripartite Agreement among European Commission, Italian government and Lombardy Region
6	The territorial governance process within the South Loire Schéma de Cohérence Territoriale (SCOT)
7	Reinventing regional territorial governance - Greater Manchester Combined Authority
8	Is small really beautiful? Neighbourhood Planning in the UK, North Shields Fish Quay
9	Building Structural Fund Management systems. Learning by doing or imitating?
10	The ECC Pécs Project and the challenges of territorial governance
11	Public transport strategies in Ljubljana Urban Region (LUR)
12	Governance of natural areas in the Alpine Adriatic area: Trilateral Nature Park Goričko-Raab-Örség



ESPON

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Regional level: NUTS 2/3, 2010
Source: ESPON TANGO, 2013
Date of issue: ESPON TANGO, 2013
© EuroGeographics Association for administrative boundaries

1. Case study area number
• Case study area, small
○ Soft territories defined by functional or other criteria
□ Hard territories defined by jurisdictional boundaries
■ NUTS 2 region boundaries



2. Good practices, policy transfer and territorial governance

12 Case Studies --> 158 features --> 67 "abstract" features

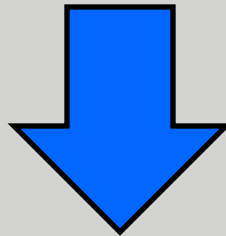
- 30 -> 13 for dimension 1 (Integrating policy sectors)
- 42 -> 14 for dimension 2 (Co-ordinating actions of actors and institutions)
- 34 -> 11 for dimension 3 (Mobilising stakeholder participation)
- 27 -> 15 for dimension 4 (Being adaptive to changing contexts)
- 25 -> 14 for dimension 5 (addressing place-based/territorial specificities)

Understanding TG Transferability in the EU: What can be Transferred?

Example:

Dimension 2 “Co-ordinating actions of actors and institutions”

I	Features in practice	Case
4	Previous collaborative experiences on a similar urban development project	2stockholm_a
4	A stability in relation to organizational structures and on the whole a stabile memberships of these structures, which prevent breaks in terms of cross-border and transnational learning and also stimulates the building up of trust across borders	4rhinebasin
3	Previous collaborative experiences	12alpineadriatic



TG Promoter: Stability of cooperative experience

2. Territorial Governance: What to Transfer?

Dimension	TG Promoters	Case Studies
1. Integrating policy sectors	<ul style="list-style-type: none"> Acknowledgement of, and integration with, a multi-level policy framework 	3, 4, 5, 12
	<ul style="list-style-type: none"> Political support to policy integration at the appropriate territorial scale 	4, 7, 11
	<ul style="list-style-type: none"> Spatial tool favouring sectoral integration 	9, 10, 11
	<ul style="list-style-type: none"> Rationale catalysing integration 	2
	<ul style="list-style-type: none"> Involvement of relevant public and private stakeholders 	2, 3, 4, 7
	<ul style="list-style-type: none"> Organizational routines favouring cross-sector fertilisation 	6, 9, 11, 12
	<ul style="list-style-type: none"> Strong political commitment towards a shared territorial vision 	1, 2, 6, 8
	<ul style="list-style-type: none"> Balance between flexibility and legal certainty 	4
	<ul style="list-style-type: none"> Monitoring process 	Stakeholders w.shop
	<ul style="list-style-type: none"> Win-win situation – interest 	Stakeholders w.shop
	<ul style="list-style-type: none"> Effective strategic framework – strategies 	Stakeholders w.shop
	<ul style="list-style-type: none"> Leadership – vision 	Stakeholders w.shop
<ul style="list-style-type: none"> Compatible policy sectors 	Stakeholders w.shop	

2. Territorial Governance: What to Transfer?

Dimension 1: Coordinating actions of actors and institutions

- **Distributing power across levels:**

→ formal/informal – *regulatory/normative* – asymmetrical in practice due to territorial specificities

- **Distinguishing modes of leadership:**

→ *clear/transparent leadership* influences positively other dimensions of TG

- **Structures of coordination:**

→ forums/conferences/workshops – *clear territorial goal or outcome important* – question of inclusion dependent on *financial and capacity resources*

- **Dealing with constraints to coordination**

→ Willingness to work up and down tiers and levels, but sometimes *no idea how to do this*; principles of coordination important (e.g. subsidiarity/solidarity/creation of a certain image)

2. Territorial Governance: What to Transfer?

Dimension	TG Promoters	Case Studies
2. Coordinating actions of actors and institutions	<ul style="list-style-type: none"> Stability of cooperative experiences 	2, 4, 7, 12
	<ul style="list-style-type: none"> Pro-active public organisation 	3; 4, 10
	<ul style="list-style-type: none"> Motivation 	4, 5
	<ul style="list-style-type: none"> Capacity of negotiation 	8, 11
	<ul style="list-style-type: none"> Clear and uncontested leadership 	2, 3, 6, 7, 11,12
	<ul style="list-style-type: none"> Self-committed leadership 	1, 4
	<ul style="list-style-type: none"> Effective strategic framework 	4
	<ul style="list-style-type: none"> Political commitment 	9, 11,12
	<ul style="list-style-type: none"> Common goals, common history 	Stakeholders w.shop
	<ul style="list-style-type: none"> Code of conduct – guidelines 	Stakeholders w.shop
	<ul style="list-style-type: none"> Institutional capacity – qualified staff 	Stakeholders w.shop
	<ul style="list-style-type: none"> Follow-up – monitoring 	Stakeholders w.shop
	<ul style="list-style-type: none"> Leadership at the right level 	Stakeholders w.shop
<ul style="list-style-type: none"> Quality of motivation 	Stakeholders w.shop	

2. Territorial Governance: What to Transfer?

Dimension 2: Integrating policy sectors

- **Structural context for sectoral integration**

→ More explicitly addressed in *softer/functional contexts* (more experimental) otherwise *nested* in the governmental/administrative context

- **Achieving synergies across sectors**

→ Less obvious than the structures (see above), working concretely for synergies often occurred through *dialogue among networks/(PP-)partnerships*

- **Acknowledging sectoral conflicts**

→ First step for dealing with it! *Dominating/powerful* sectors versus softer ones; often influenced by the tension between *short-term* political/sectoral goals and *long-term* territorial goals

- **Dealing with sectoral conflicts**

→ *Gathering info/knowledge* about the (non-) dominating sectors; established traditions of cooperation/dialogue – boosting institutional capacity



2. Territorial Governance: What to Transfer?

Dimension	TG Promoters	Case Studies
3. Mobilising stakeholder participation	<ul style="list-style-type: none"> Political commitment 	2, 4
	<ul style="list-style-type: none"> Usage of various mechanisms of participation 	8, 12
	<ul style="list-style-type: none"> Mix of indirect and direct democratic legitimacy 	3, 11
	<ul style="list-style-type: none"> Mechanisms allowing for broad stakeholders' involvement 	1, 2, 11
	<ul style="list-style-type: none"> Information flow ensured 	7, 9
	<ul style="list-style-type: none"> Effective means of communication/dissemination of information 	2, 3, 4, 6, 10, 11
	<ul style="list-style-type: none"> High level of accountability 	2
	<ul style="list-style-type: none"> Clear stakeholder process of involvement (choice, mechanisms, expectation) 	Stakeholders w.shop
	<ul style="list-style-type: none"> How to motivate stakeholder (vision, benchmarking, learning) 	Stakeholders w.shop
	<ul style="list-style-type: none"> Feedbacks to stakeholders 	Stakeholders w.shop
<ul style="list-style-type: none"> Ownership of questions 	Stakeholders w.shop	

2. Territorial Governance: What to Transfer?

Dimension 3: Mobilising Stakeholder participation

- **Identification of stakeholders**

- Great variations: transparent processes \leftrightarrow no consistency at all
- question of power: *who* is designated to select – risk of nested networks

- **Securing of democratic legitimacy and accountability**

- Democratic principle – question of *ownership*; seldom considered carefully within soft governance (i.e not *congruent with jurisdictional boundaries*)

- **Integration of interests/viewpoints**

- overall little consistency, often dependent on level of *political importance* (strategic/contested); some dynamics in terms of widening range of viewpoints e.g. through social media

- **Insights into territorial governance processes**

- how the viewpoints are dealt with; important understanding of the TG process as such (*where/when* to feed in), various media make TG more visible

2. Territorial Governance: What to Transfer?

Dimension	TG Promoters	Case Studies
4. Being adaptive to changing contexts	• Co-production of knowledge, knowledge transfer	4, 9, 10, 11, 12
	• Institutional mechanisms that favour learning	2, 7, 10
	• Feedback procedures	1, 2, 3
	• Institutional mechanisms supporting adaptivity	6, 7
	• Role of people in charge of responsibility	2
	• Flexibility of governance structure	3
	• Experience in complex programming	11
	• Multi-annual programming	Stakeholders w.shop
	• Involvement, participation, commitment	Stakeholders w.shop
	• Adaptive management (small-steps, flexibility, room to change direction)	Stakeholders w.shop
	• Exchanging best practices to understand the right amount of adaptation	Stakeholders w.shop
	• Methods for attracting change	Stakeholders w.shop
	• Power to decide change at the right level	Stakeholders w.shop
• Integrative holistic approach	Stakeholders w.shop	
• Being conscious and being inspired	Stakeholders w.shop	

2. Territorial Governance: What to Transfer?

Dimension 4: Being adaptive to changing contexts

- **Institutional learning**

Question of structures and routines and available resources; very dependent on prevailing leadership style

- **Individual learning and reflection**

A prerequisite of the former - very central in the more soft arrangements; inter-personnel networking and trust; degree of motivation/passion – otherwise often given to little room/resources for absorption of info, reflection etc.

- **Evidence of forward-looking actions**

Only sporadically – almost no indicative practices; partly intrinsically built-in in the PPP (e.g. Flood risk, climate change) or part of scenario/monitoring work;

- **Scope of flexibility/experimentation**

the less formalised, the more is the scope for flexibility or even experimentation

2. Territorial Governance: What to Transfer?

Dimension	TG Promoters	Case Studies
5. Realising place-based/ territorial specificities and impacts	<ul style="list-style-type: none"> • Awareness of territory 	2, 7, 8, 10
	<ul style="list-style-type: none"> • Involvement of different levels of government 	3, 12
	<ul style="list-style-type: none"> • Spatial tool for coordination 	2, 4
	<ul style="list-style-type: none"> • Acknowledgement and use of territorial potentials 	2, 3
	<ul style="list-style-type: none"> • Co-production of knowledge, knowledge transfer 	4, 11
	<ul style="list-style-type: none"> • Existing shared territorial knowledge 	7, 12
	<ul style="list-style-type: none"> • Evidence of larger territorial context 	Stakeholders w.shop
	<ul style="list-style-type: none"> • Spatially differentiated policies 	Stakeholders w.shop
	<ul style="list-style-type: none"> • Territorial Impact Assessment 	Stakeholders w.shop
	<ul style="list-style-type: none"> • Functional regions 	Stakeholders w.shop
	<ul style="list-style-type: none"> • Territorial oriented evaluation 	Stakeholders w.shop
	<ul style="list-style-type: none"> • Territorial challenges 	Stakeholders w.shop
<ul style="list-style-type: none"> • Building trust – permanent cooperation 	Stakeholders w.shop	
<ul style="list-style-type: none"> • Eliminate barriers to cooperate 	Stakeholders w.shop	

2. Territorial Governance: What to Transfer?

Dimension 5: Realising place-based/territorial specificities and impacts

- **Criteria/logic of defining intervention area**

a) pre-defined by jurisd. boundaries or b) functional-based criteria (e.g. catchment area of river)

- **Coping with hard and soft/functional spaces**

Tension between the two – concrete interventions dealt within hard spaces in the end; soft approach can challenge prevailing perceptions and routines being locked in hard spaces

- **Utilisation of territorial (expert) knowledge**

High across all cases; who collects and owns this knowledge (and becomes knowledgeable) and to what extent it is built into routines?

- **Integration of territorial analysis**

Strong variations; Ex-ante high – ex-post (low)

Dimension	TG Inhibitors	Source
1. Integrating policy sectors	• Lack or inappropriate mechanisms for coordination	5, 9, 10, 11
	• Sectoral rationale dominating	1, 2, 4, 12
	• Lack of institutional capacity / stability	9
	• Scarce cohesion among actors	3, 7, 8, 10
	• Lack /ineffectiveness of integrating spatial tools	4, 9, 11
2. Co-ordinating actions of actors and institutions	• Lack of institutional capacity / stability	2, 4, 6, 8, 9, 12
	• Scarce cooperation between public authorities	6, 11
	• Lack of financial autonomy	9
	• Power struggles	4, 10, 11
	• Unclear assignation of responsibilities	2, 3, 5, 6, 8
	• Scarce capacity of partnership-making	9
	• Centralisation	9, 10, 11
	• Lack of shared motivation	6
3. Mobilising stakeholder participation	• Late or no involvement of stakeholders	2, 10
	• Involvement of non-cooperative stakeholders	6, 8
	• Exclusion / limited involvement of certain stakeholders	6,
	• Hegemony of politicians over the process	2, 10, 11
	• Limited communication among stakeholders	6, 10, 11
	• Limited communication towards the outside world	2
	• Weak civic actors involvement	9
4. Being adaptive to changing contexts	• Absence of feedback procedures	2
	• Lack of institutional capacity / stability	9, 10
	• Prejudice or limited strategic thinking	2, 8
	• Uncertain/blurred strategy	1
	• Rigidity of governance structure	8, 9
	• Negative influence by people in charge of responsibilities	9
5. Realising place-based/territorial specificities and impacts	• territorial scope disputed	1, 2, 5, 6, 10
	• lack of structured institutional framework	9, 12
	• time constrains	11
	• limited use of existing territorial knowledge	1, 2, 6, 10
	• excessive complexity of programming tools	12

3. How Territorial Governance spreads across Europe

➤ How to transfer those features?

- **ESPON TANGO** focuses on Territorial governance in Europe
- A major opportunity: **Europe** allows a wider range of pathways for policy transfer
- “As for institutional matters, **policy transfer in the EU** and **Europeanization** may be considered as **two sides of the same coin**” (Wishdale et al, 2003)

3. How Territorial Governance spreads across Europe

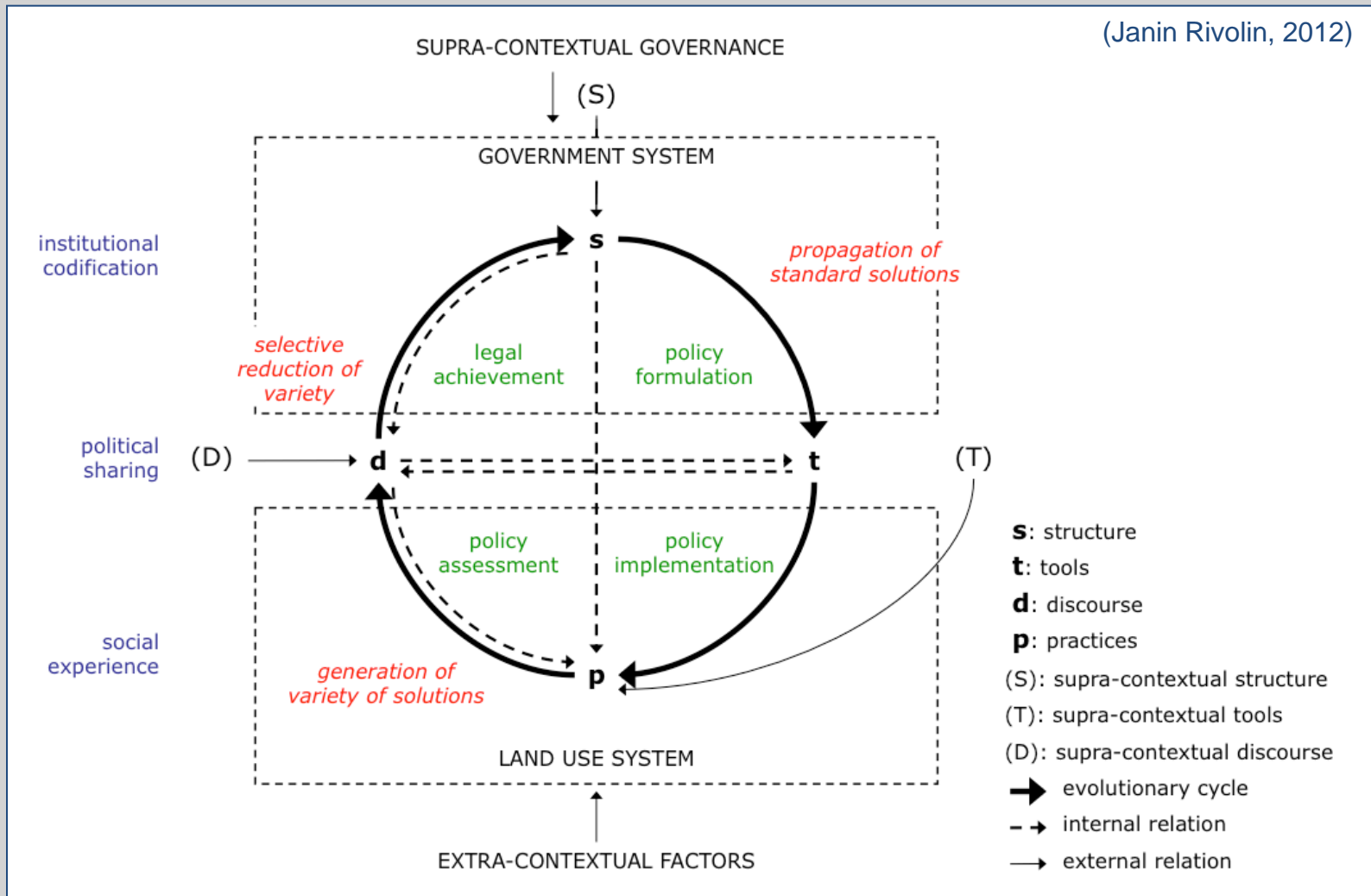
Territorial governance

- ◆ a **policy process** driving the spatial organisation of social life
- ◆ belonging in nature to artificial phenomena known as “**institutions**”
- ◆ its genesis and development should be thought as a **cyclical evolutionary process** of human trial and error based on:
 - 1) the **generation of variety** (in particular, a variety of practices and rules);
 - 2) competition and reduction of the variety (of rules) via **selection**;
 - 3) propagation and some **persistence of the solution** (the system of rules) selected.

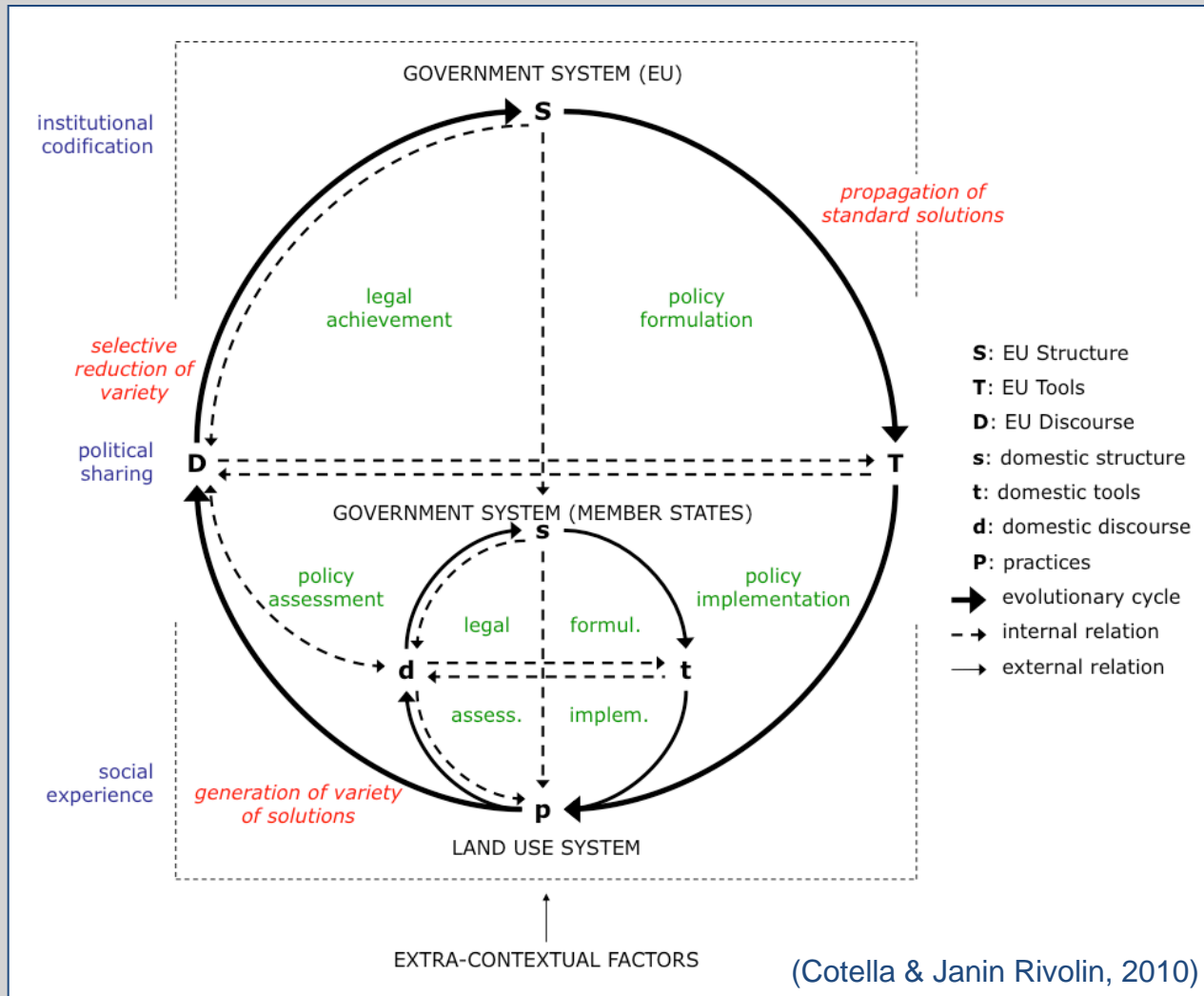
(Moroni, 2010)

3. How Territorial Governance spreads across Europe

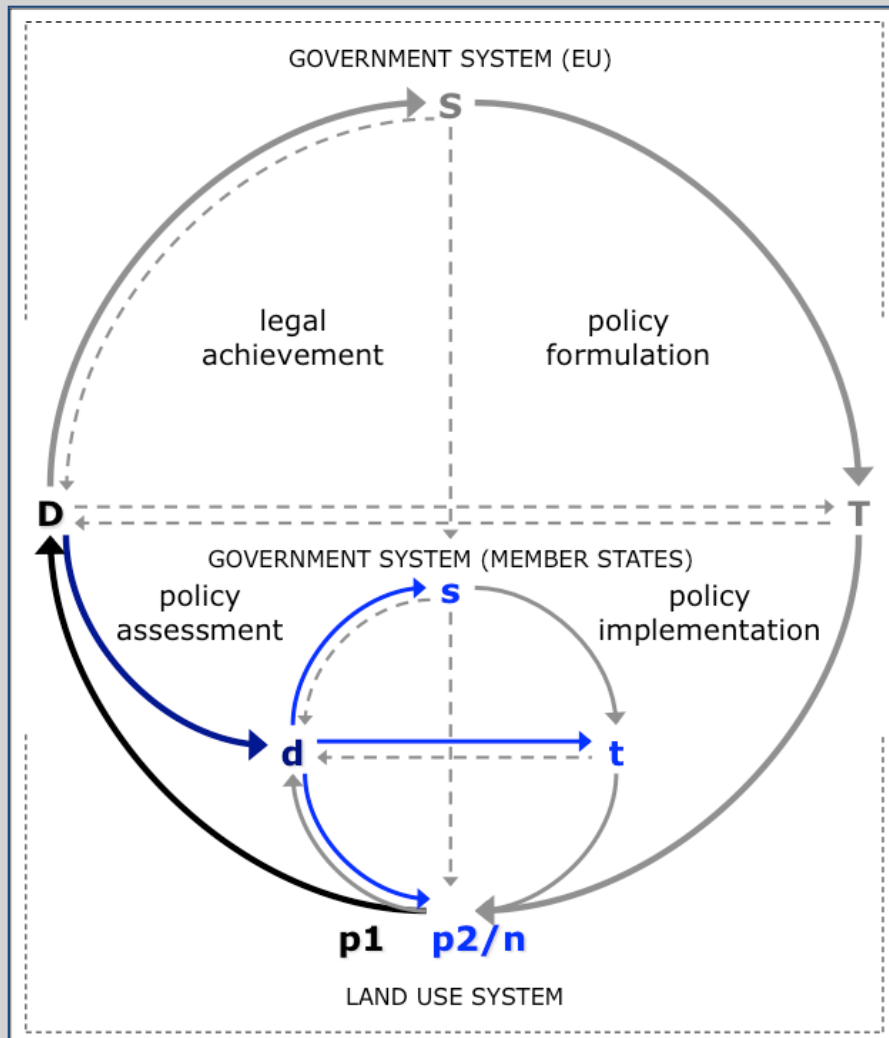
(Janin Rivolin, 2012)



3. How Territorial Governance spreads across Europe



4. Three modes of spreading

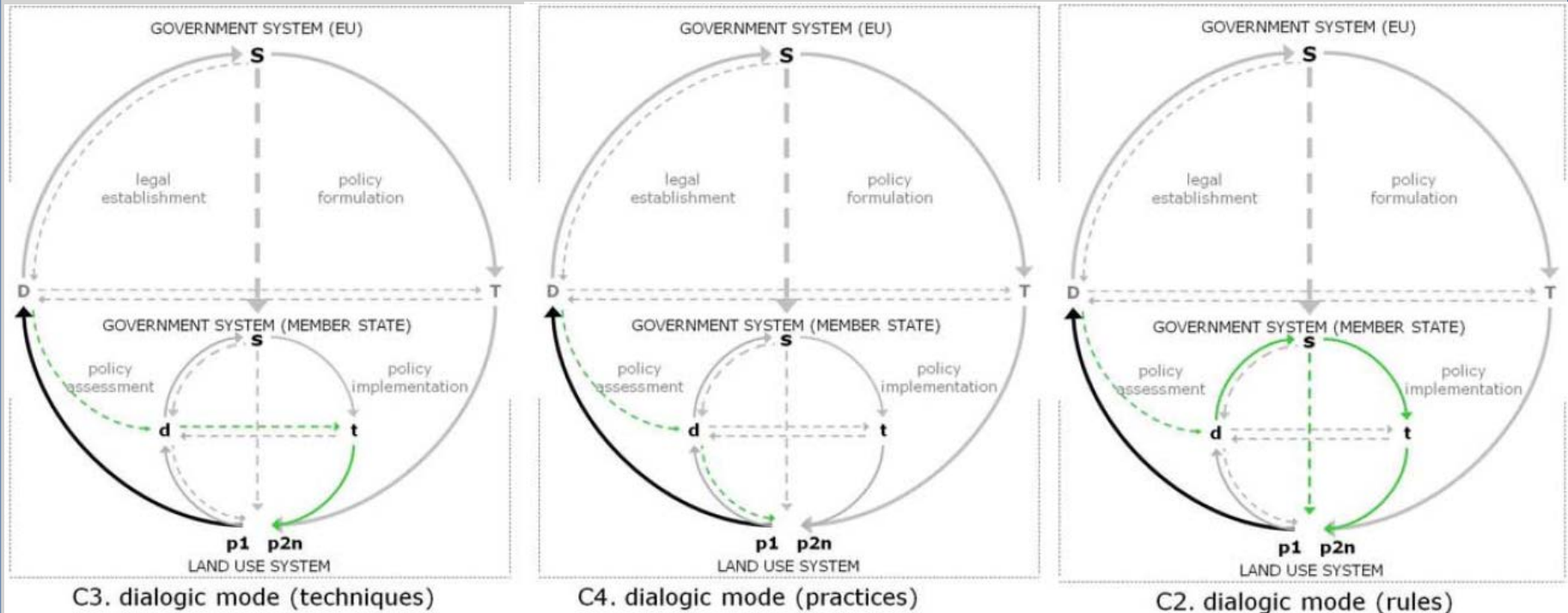


A. Dialogic mode

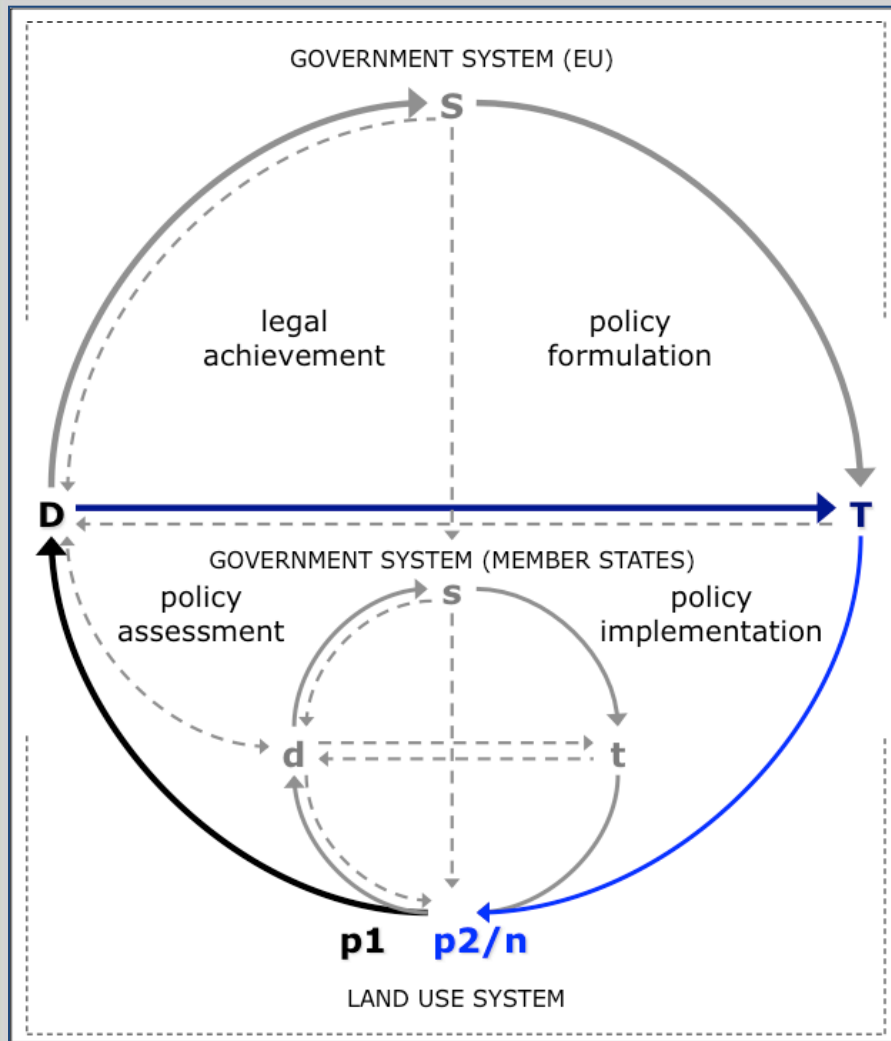
- “European policy affects domestic arrangements indirectly, by *altering the beliefs and expectations* of domestic actors” (Knill & Lehmkuhl, 1999)
- cognitive logic, “discursive integration” (Böhme, 2002)
- → ideas, principles, philosophy...
- e.g. European territorial cooperation programmes and projects
- spontaneous and “easier”
- voluntary, based on lesson drawing
- single cases, minor spread

4. Three modes of spreading

A. Dialogic mode



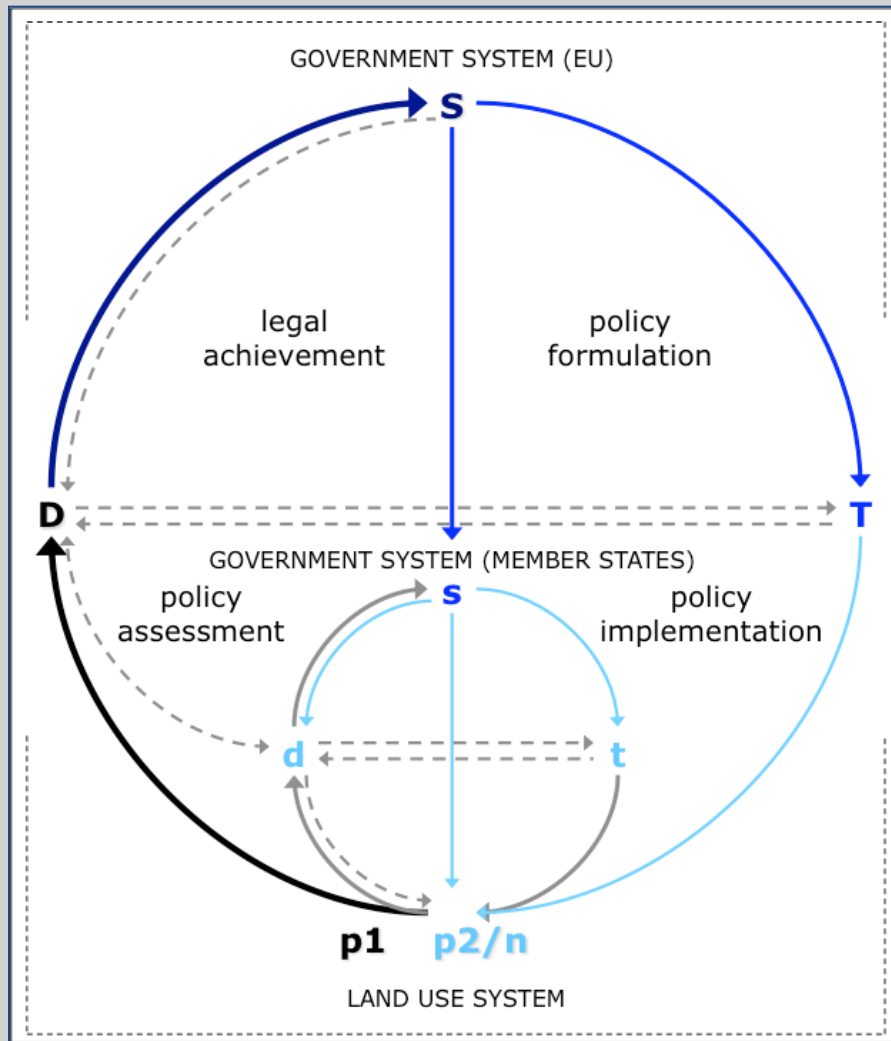
4. Three modes of spreading



B. Operational mode

- “European influence is confined to *altering domestic opportunity structures*, and hence the distribution of power and resources between domestic actors” (Knill & Lehmkuhl, 1999)
- economic conditionality
- → methods, techniques, know-how...
- e.g. UPP, Urban initiative, territorial employment pacts
- rather complex
- all Member States involved
- direct and targeted

4. Three modes of spreading



C. Institutional mode

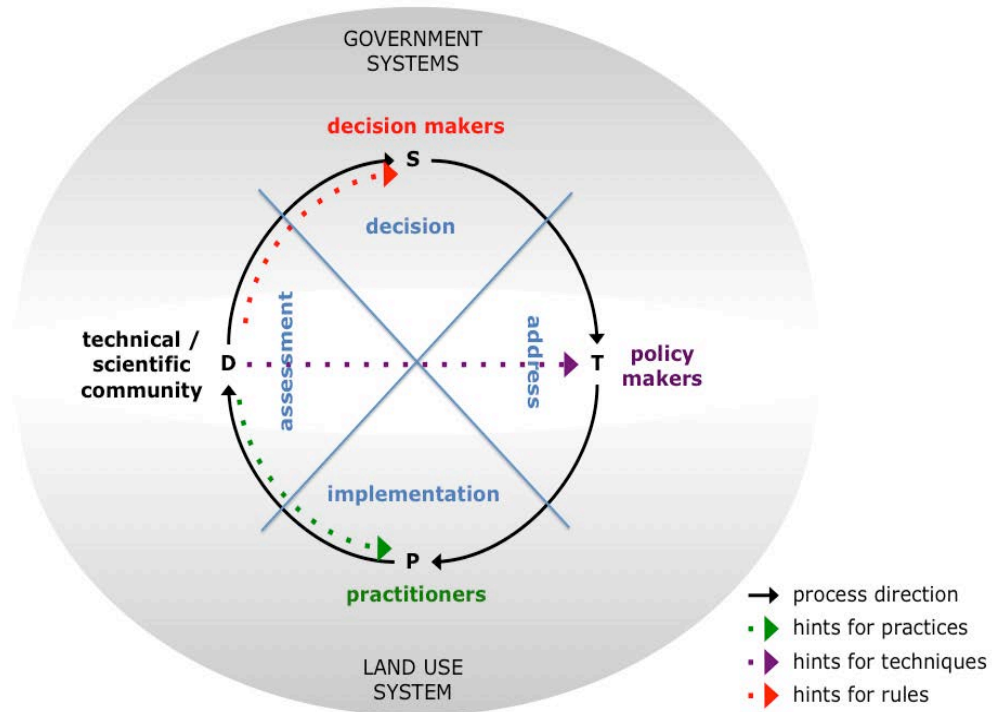
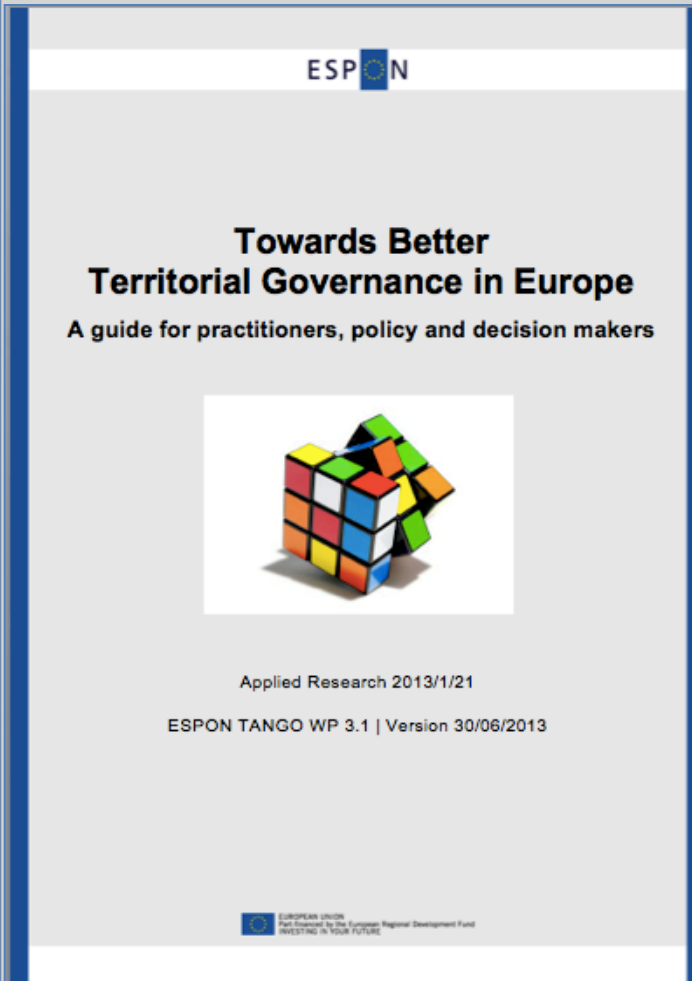
- “European policy-making may trigger domestic change by prescribing concrete institutional requirements [...]; EU policy ‘positively’ prescribes an *institutional model* to which domestic arrangements have to be adjusted» (Knill & Lehmkuhl, 1999)
- legal conditionality
- → rules, codes, laws...
- e.g. ‘sustainable development’
- longer but ‘enveloping’ process
- coercive on all Member States
- most powerful but difficult to apply

4. Three modes of spreading

Transfer modes	Interactive resources	Beneficiaries	Addressed dimension	Following paths to reach the borrowers	Influence mechanisms
<i>Dialogic</i>	Practices of implementation	Practitioners	Domestic practices (p)	$p1 \rightarrow D \rightarrow d2n \rightarrow p2n$	lesson drawing
	Techniques and methods for policy-making tools	Domestic policy-makers	Domestic tools (t)	$p1 \rightarrow D \rightarrow d2n \rightarrow t2n$	lesson drawing
	Rules for structuring TG	Domestic decision-makers	Domestic structure (s)	$p1 \rightarrow D \rightarrow d2n \rightarrow s2n$	lesson drawing
<i>Operational</i>	Techniques and methods for policy-making tools	EU policy-makers	EU Tools (T)	$p1 \rightarrow D \rightarrow T \rightarrow p2n$	Economic conditionality
<i>Institutional</i>	Rules for structuring TG	EU decision-makers	EU Structure (S)	$p1 \rightarrow D \rightarrow S \rightarrow s2n$	Legal conditionality
				$p1 \rightarrow D \rightarrow S \rightarrow T \rightarrow p2n$	Economic conditionality

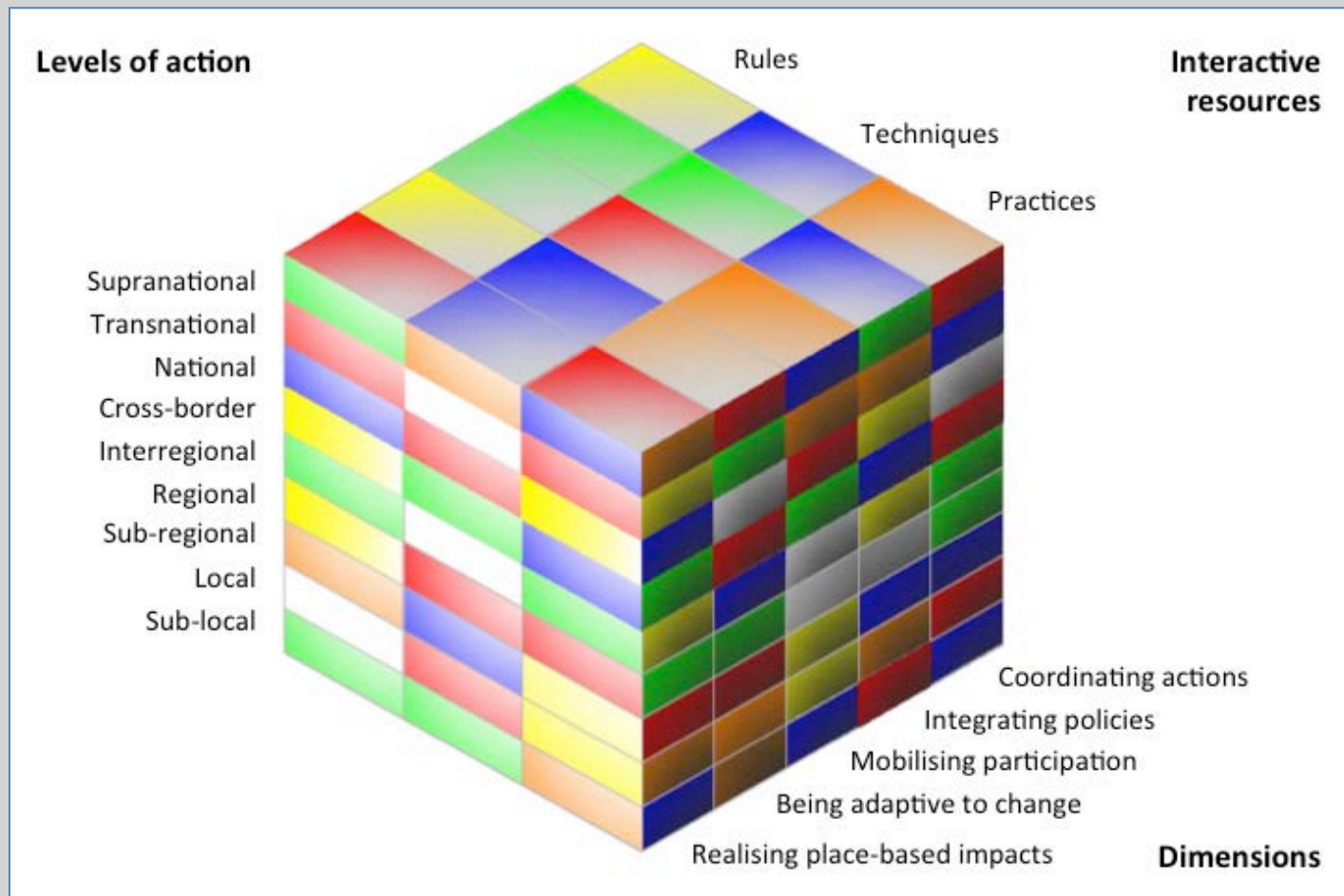
Table 1: Modes for transferring good territorial governance in Europe.

4. Three modes of spreading



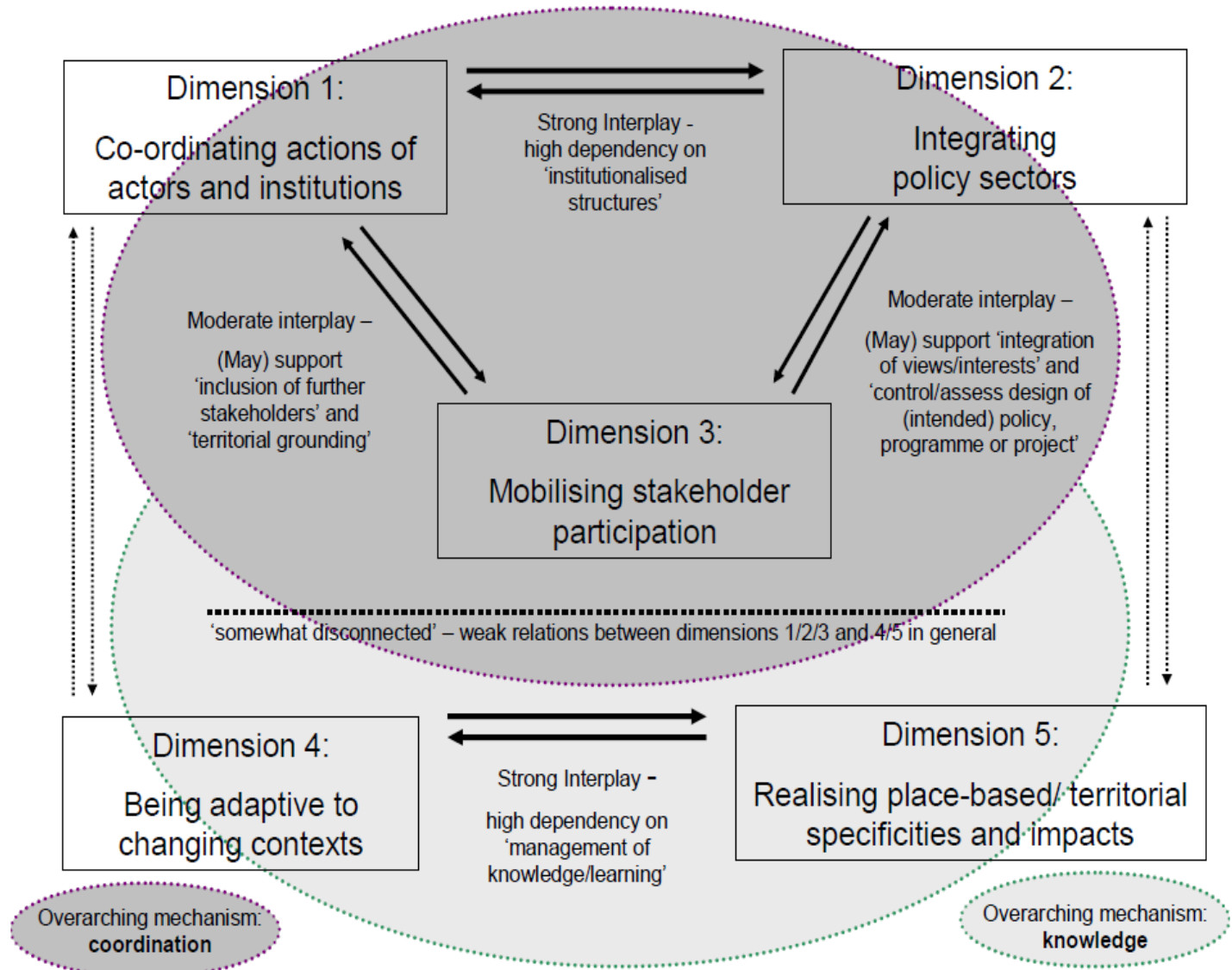
6. Final remarks

The “Rubikube” of better territorial governance in Europe



6. Final remarks

The five dimensions as such constitute a **robust framework to consider territorial governance** in daily practice.



6. Final remarks

- **Territorial governance** is not a policy *per se*, therefore is not transferrable as a whole (there is no one-size-fits-all approach to Territorial governance)
- Building on the **case studies analysis** and the working **definition of territorial governance**, it was possible to individuate, for each territorial governance dimension, a set of **promoters** and **inhibitors** of territorial governance, whose application (or avoidance) in other context may trigger good territorial governance processes.
- Still, several questions raise on the actual transferability of these features: **who** should be involved in the transfer? **How** to foster transfer?
- Various **modes of spreading** were identified, as potential pathways that a TG feature may take when travelling from one context to another
- Those modes of spreading primarily involve **specific groups of stakeholders**

6. Final remarks

The Project:

- Provide a **“toolbox”** for those concerned with territorial governance in Europe
- **Overcomes complexities of policy transfer** through a pragmatic approach, founded on the institutional nature of territorial governance
- Casts **further light on European territorial governance** as an evolutionary process based on articulated forms of policy transfer between the EU and the Member States
- Is relevant for policymaking insofar as it distinguishes **various opportunities to spread good territorial governance** in Europe

Deeper analysis of the relationship between possible policies/actions and **specific place-based issues** might improve the understanding of processes of **“filtering out”** and **“in”**

6. Final remarks

- ◆ The primary hope is that the Handbook may be of **some usefulness to practitioners, policy and decision makers** concerned with territorial governance in Europe
- ◆ Learning from **the experience of directly involved players** proved to be crucial for a complex policy field such as territorial governance
- ◆ A further hope is thus that after this guide's publication, the ESPON Coordination Unit may **receive reactions and suggestions from stakeholders** on its major strengths and weaknesses
- ◆ Continuous cooperation of scholars and stakeholders is a perhaps minor, but necessary, step towards the **common aim of making the EU a smart, sustainable and inclusive place**



University of Thessaly (Volos)

19 November 2014

Transferring Territorial governance in Europe What, How and Through Whom?



When you always do what you've always
done, you will always get what you've
always got

Thank you for the attention!

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5. Building a Handbook

Options for the Future of Cohesion Policy

- More practical tools to **deal with conflicting sectoral interests**
- **Institutional capacity building investments** as complementary priorities increase the level of preparedness for the “next” crisis.
- Make Partnership contracts **truly collaborative forums - financial measures and capacity** for broad participation (ie smaller businesses)
- **Territorial knowledge** can be utilized in the new programmes. **More timely utilization of ex ante or on-going evaluations** in the policy design for the drafting of new programmes should be considered.
- Programmes could be more **adaptable in terms of finding ways of transcending the “project” form**. Includes questions of the “ownership” of results and the possible “institutionalisation” of sustainable strategies.

5. Building a Handbook

Policy options for national, regional and local authorities

- Five dimensions framework offers a simple heuristic or guideline for *considering, reviewing* and eventually *doing* territorial governance processes
- Flexible governance or “softer” structures may have greater **opportunities of building more forward-looking developments** into projects. But how to incorporate in **rigid administrative routines**?
- Acknowledging territory by:
 1. the creation and work towards a **common territorial goal** or developing a **specific territorial rationale**,
 2. utilising a **high degree of flexibility** in policy design and implementation
 3. developing a **culture of collaboration** to link the policy, planning, civil society and scientific communities to coordinate territorial knowledge