Setting the course for the future of territorial policies at European level governance at as fundamental condition for successful implementation

Practical experiences from MRS and UA - findings and recommendations for governance mechanisms and approaches

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Content

- Territorial implementation partnership
- Drivers and barriers
- Implementation partnership development process
- Organization and structure
- Steering the partnerships
- Setting and measuring goals
- Financing
- Communication
- Dissemination and uptake results

Territorial Implementation partnerships are:

- governance structure set-up to **coordinate the development** of a policy field/thematic/sector area

- have a geographical (MRS) and/or thematic **delineation** (UA)

- have a defined **membership** (national, regional, urban, other)

- include **sub-structures** – activities, working groups, projects, platforms, flagships, etc.

- are either **time** limited (UA) or time unlimited (MRS)

- develops **policy feedback** to member organizations

- **monitor progress** in the area

Background and research

- Analysis undertaken for this seminar:
  - Analysis of a selection of territorial implementation partnerships of the MRS and UA Other studies:

- Examples of other studies:
  - "Macro-regional strategies and their links with cohesion policy„, 2017, DG REGIO (COWI)
  - Gänzle, S. and Kern, K. (eds), 2016: A 'Macro-regional' Europe in the Making: Theoretical Ap-proaches and Empirical Evidence.
  - Michaela Kauer, 2017: The EU Urban Agenda brings Europe's cities to the negotiation table in a bid to overcome urban challenges https://medium.com/asoulforeurope/experiment-with-renewal-potential-490ab5404e30
  - M. Toptsidou, K. Böhme, E. Gloersen, S. Haarich, S. Hans, 2017: Added value of macro-regional strategies. Project and programme per-spective. Final report.

Drivers and barriers of implementation partnership

Drivers

> Pre-existing cooperation structures/history

> Existence of 'leaders'

> Clear structure and rules

> EU Policy framework and/or common reference framework

> Requirements for concrete action (e.g. climate change)

Barriers

> Institutional and personnel fluctuations

> Resource limitations

> Lack of commitment (institutional/political)

> Very broad thematic (unclear scope and objectives)

> Lack of common reference framework

Development process and performance of implementation partnerships
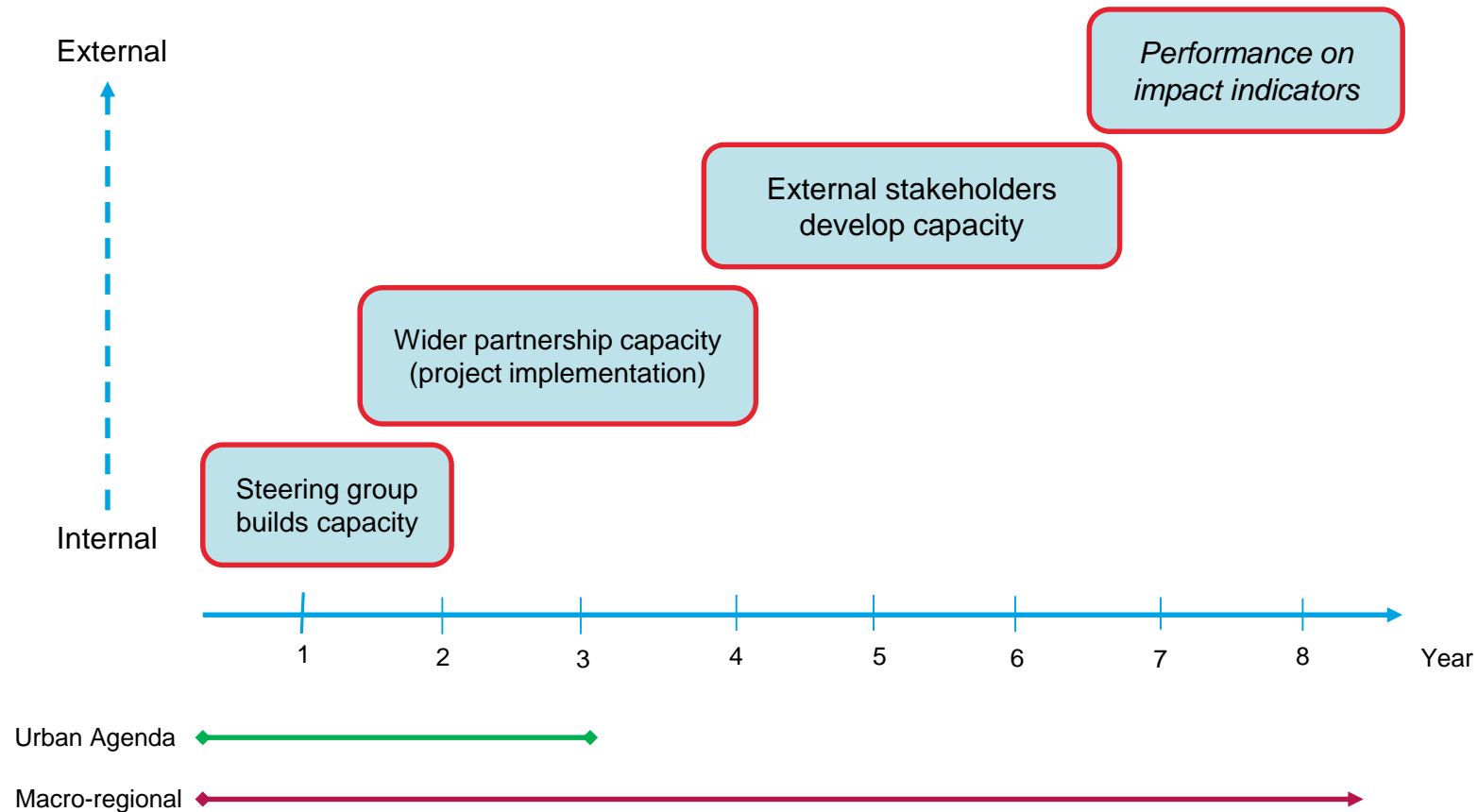
Organization and structure – steering group

- Size
  - small and agile vs. large and inclusive

- Composition - type of partnership (topic)
  - national, regional/local/urban, NGO, private sector, research

- Who are the members
  - administrative level, political/institutional backing, mandate (ensure compatibility)

- Functions – what should the steering committee do ?
  - strategic, operational, projects, funding (should be defined)

- Agree clear rules and procedures
  - how do we make decisions?

Steering the partnerships – leadership and management

- Leadership structure
  - one or several – co-leads (stability, continuation)

- The leader
  - from partner/member or from other (international) organization (pros and cons)

- Capacity building of the leader
  - Leading a partnership is a 'skill' has to be learnt (also need resources)

- Mobilize members to participate (can be a key effort)
  - Relevance
  - Commitment (institutional)

- Organization of the work of the partnership/steering group
  - strategic and operational planning
  - communication
  - finance

Setting and measuring objectives - strategic planning

- SG have to agree (or restate) aims and focus early in the process
  - may have been externally/ex ante decided (no ownership)

- Setting the objectives – internal and external
  - ideally based on an analysis of needs
  - assess what can be achieved over a given time period

- Choosing realistic indicators (RACER)
  - agree what can be measured during the lifetime of the partnership (outputs, results, internal performance)
  - NB! Impacts can often only be measure after 5-10 year
  - decide who (and how to) will monitor (especially after end of a short-term partnership)

Financing – access and predictability

Allocated resources for the partnership:

- Time of the lead
  - full time job?
- Administration
- Communication
  - Communication officer
- Participation in meetings
- Capacity building of the SG/Lead

Ensure access to project financing:

- Specific/earmarked allocations
- ESIF
- EU programmes
- IFIs
- Member contribution
- Other international

➢ *Leadership often spends too much time identifying financing*

Communication – many different needs

- Internal – within the steering group and the partnership (policy inputs)

- External - wider partnership (results of specific activities)
    - Administrations/organizations of the partnership
    - Projects
    - Other external stakeholders

- External - general public (overall results)

- Development of a communication strategy from the outset (not at towards the end)

- Communication plan should:
    - nominate/hire a communication responsible (communication officer)
    - define the communication role of the partners vis a vis:
        - their own administration
        - stakeholders in their country, region, city, sector?
    - the role of the SG
    - the responsibility of the projects
    - timing including what happens after partnership/project ends (time limited)?

Dissemination and sustainability of results

Uptake and use of results require performance at many levels:

- Develop a plan for uptake of results:
  - during the partnership
  - when partnership is completed

- Ensure that roles/responsibilities are allocated:
  - the partners/members
  - the SG/lead
  - the projects

What is the added value of territorial implementation partnerships for policy making?