Austrian Presidency`s Directors General Seminar "*Setting the Course for the Future of Territorial and Urban Policies at European level*" on 13 November 2018 in Vienna – Summary report

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1 OBJECTIVES AND SETTING OF THE DG-SEMINAR

The Seminar was embedded into the ongoing intergovernmental discourse on the post-2020 landscape of European territorial policies (Territorial Agenda) and urban development (Urban Agenda). The objectives of the seminar were

- highlight the importance of soft policy approaches and mechanisms such as European and transnational implementation partnerships;
- make visible key factors for successful territorial co-operation;
- bridge territorial and urban discourses on territorial governance and to
- bring in the knowledge, experience and perspectives of countries and institutions invited.

General Directors responsible for both dossiers were addressed as key policy makers and experts in territorial/urban development as well as in territorial governance. Interactive exchange and discussion were encouraged by the seminar format. No formal decisions were taken at the Seminar. Results are supposed to inspire the further work on the revision of the Territorial Agenda and the implementation of the Urban Agenda.

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2 SUMMARY REPORT

Mrs Ulrike Rauch-Keschmann, Director General at the Federal Ministry of Sustainability and Tourism in Austria opens the Seminar on behalf of the Austrian Presidency and introduces the interactive setting of this event which was chosen for stimulating an open and inspiring debate.

Mr Marek Teplansky (European Commission, DG Regional and Urban Policy) appreciates the activities during the AT Presidency in the field of territorial and urban policies. The Austrian decision to focus on governance is highly welcomed. However, Mr Teplansy reminds that governance is to be regarded only a means not the aim itself.

Mr Georg Schadt (Director at the Federal Ministry of Sustainability and Tourism) explains the focus and objectives of the Seminar which makes an effort to highlight governance as the fundamental condition for a successful implementation of territorial and urban policies. During the debate, the topic is approached both from the side of practical experiences with Territorial Implementation Partnerships and in the perspectives of up-coming policy challenges for the Territorial Agenda and the Urban Agenda processes.
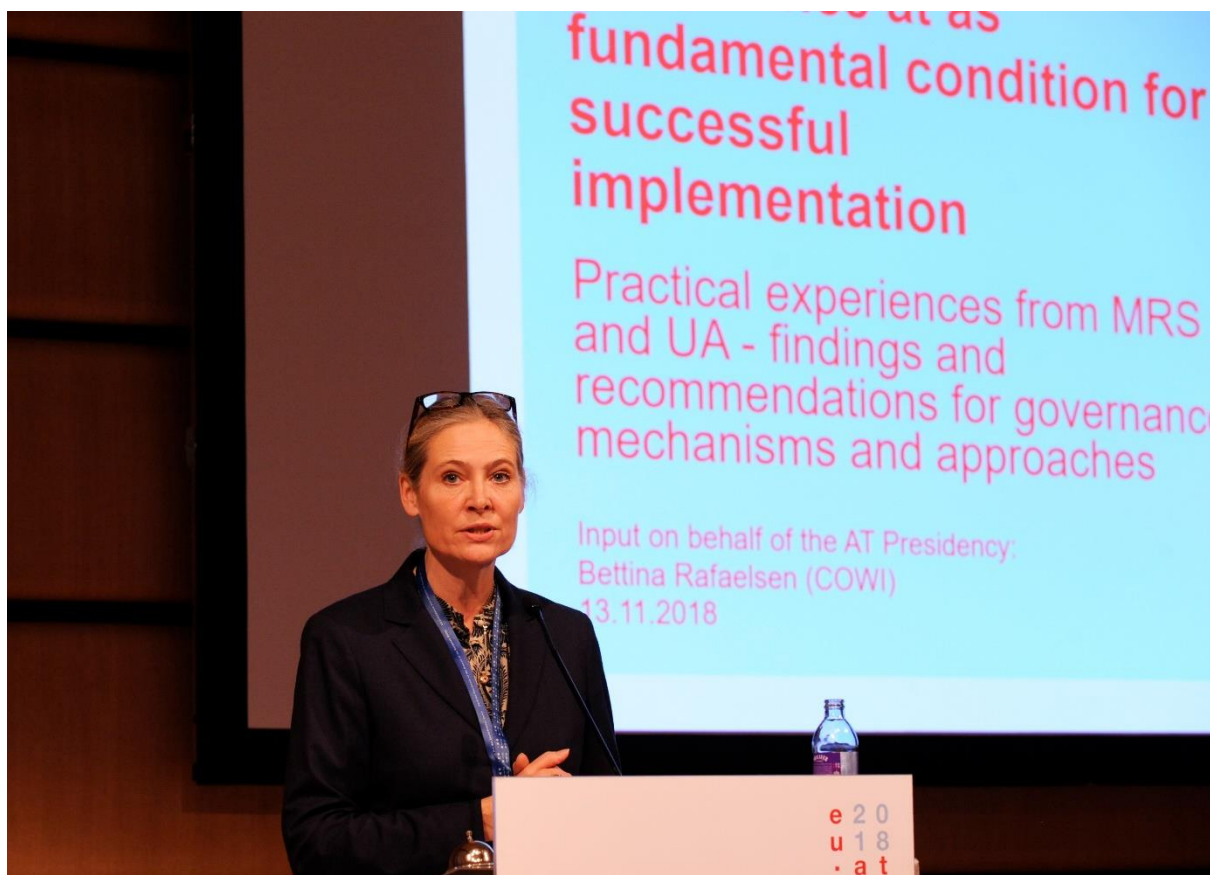
The moderator, Mr Wolfgang Pfefferkorn (Rosinak & Partner) outlines the envisaged flow of debates as well as the technical arrangements of the day.

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For preparing the ground, key note 1 by Mr Andreu Ulied (Mcrit Barcelona) (see ppt) follows the question "Why an enhanced territorial cooperation is crucial for tackling the future territorial and urban trends and challenges in Europe" and presents preliminary results of the ESPON-project Territorial Reference Framework for Europe. Main trends, possible scenarios and directions for further actions at EU-level are outlined.

In key note 2 Mrs Bettina Raffaelsen (COWI) (see ppt) reports the findings of an AT Presidency`s study about practical experiences with Territorial Implementation Partnerships as currently implemented by Macro-regional Strategies and by the Urban Agenda as an example of innovative approaches in territorial and urban policy making at EU-level.

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In consequence, key notes 1 and 2 are discussed in the format of table groups along the following questions:

- Is the the governance model of Territorial Implementation Partnerships – as currently practised in the Urban Agenda and Macro-regional Strategies – in principle a promising way forward for territorial and urban policy-making at EU-level?
- What are particular strengths and weaknesses of this approach?
- What seems of particular importance for the take-up of results for implementation at EU, national and regional levels?

Summary statements by the groups and selected key messages are reported back to the plenary (see documentation in chpt. 4).

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After lunch, an improvisation theatre group gives a spontaneous feedback to participants after having followed the group discussion in the morning.

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In the afternoon, the bigger picture of the EU governance system for territorial and urban policy-making is discussed by directly addressing the current challenges and perspectives in the Territorial Agenda and Urban Agenda processes.

Concrete proposals and options are fed by Helmut Hiess (Rosinak & Partner) in key note 3 on the Territorial Agenda (see ppt) and by Mrs Suzanne Potjer (Urban Futures Studio, Utrecht) in key note 4 on the Urban Agenda of the EU (see ppt).
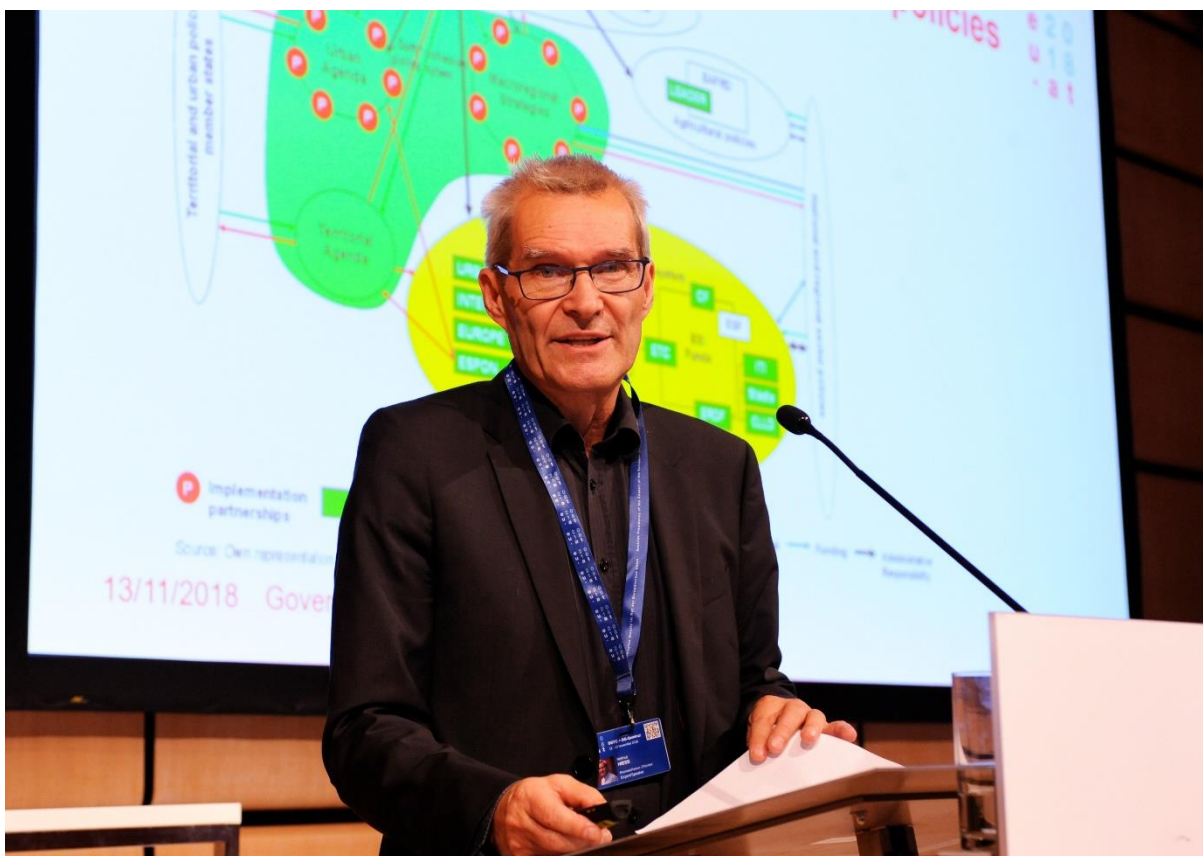
In addition, the following key challenges are recalled:

- How to move from "experts exchanges" to political relevance and sustainability?
- How to develop synergies between urban and territorial towards 2020-plus?

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Key note 3 and 4 are then discussed in several break-out groups.

Main issues of the group debates are reported back to the plenary (see documentation in chpt. 4)

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The summary session is conducted in a fish-bowl format. Final statements conclude that

- the level of quality of inputs and concreteness of the debate at the Seminar was impressive,

- the fact that the debate is focussing on the HOW of policy making confirms that the phase of discussing the WHY has been successfully overcome,

- there is a consensus among participants that governance is a – or event the - key factor for further developing the Territorial Agenda and the Urban Agenda as regards their function as drivers for better taking into account the territorial and urban dimension also at EU-level,

- concrete modalities and realistic ways how to design effective and sustainable governance arrangements at EU-level will have to be further discussed during the up-coming presidencies,

- experiences with Territorial Implementation partnerships are indeed inspiring as one starting point for further debates,

- synergies between the urban and the territorial strands are obvious and calls for exploiting synergies when working towards the 2020-plus period,

- the partnership with the European Commission is very important also in the intergovernmental work at EU-level; as with other territorially-sensitive institutions at EU-level,

- communication about territorial and urban issues and challenges remains crucial and has to go beyond talking about problems but has to follow more positive narratives about future pathways,

- cooperation with ESPON on the evidence-base for both the territorial and the urban work is gaining importance,

- the EU-wide debate about territorial and urban governance should be extended beyond institutional circles but include other other relevant stakeholders at all levels; including the regional, local and city level.

The final word is given to two Youth representatives being active in the Alpine area, Mrs Magdalena Christandl and Mirjam Kreisel (Youth Council of CIPRA International), who express their appreciation for the work and its focus on the future of the European territory and cities as living area of the next generations. They close with an appeal to follow the "enhanced co-operation scenario" all over Europe.

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The evening event at the Wien Museum brings the DG-Seminar to a successful end. On-top of the social programme, Mr Thomas Madreiter (Planning director of the City of Vienna) gives a speech about Smart City strategies in Vienna.

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3 EXPERTS CONCLUSIONS AND RECOMMENDATIONS

On behalf of the Austrian Presidency, an expert consortium of /ROSiNAK & PARTNER/ and COWI consult had carried out a research study on the implementation partnerships established within the framework of the Macro-regional Strategies und the Urban Agenda. Based on the findings, they prepared a background paper as well as presentations for the seminars discussion. This chapter summarises the learnings and conclusions of both the research done as well as the reflections at the seminar.
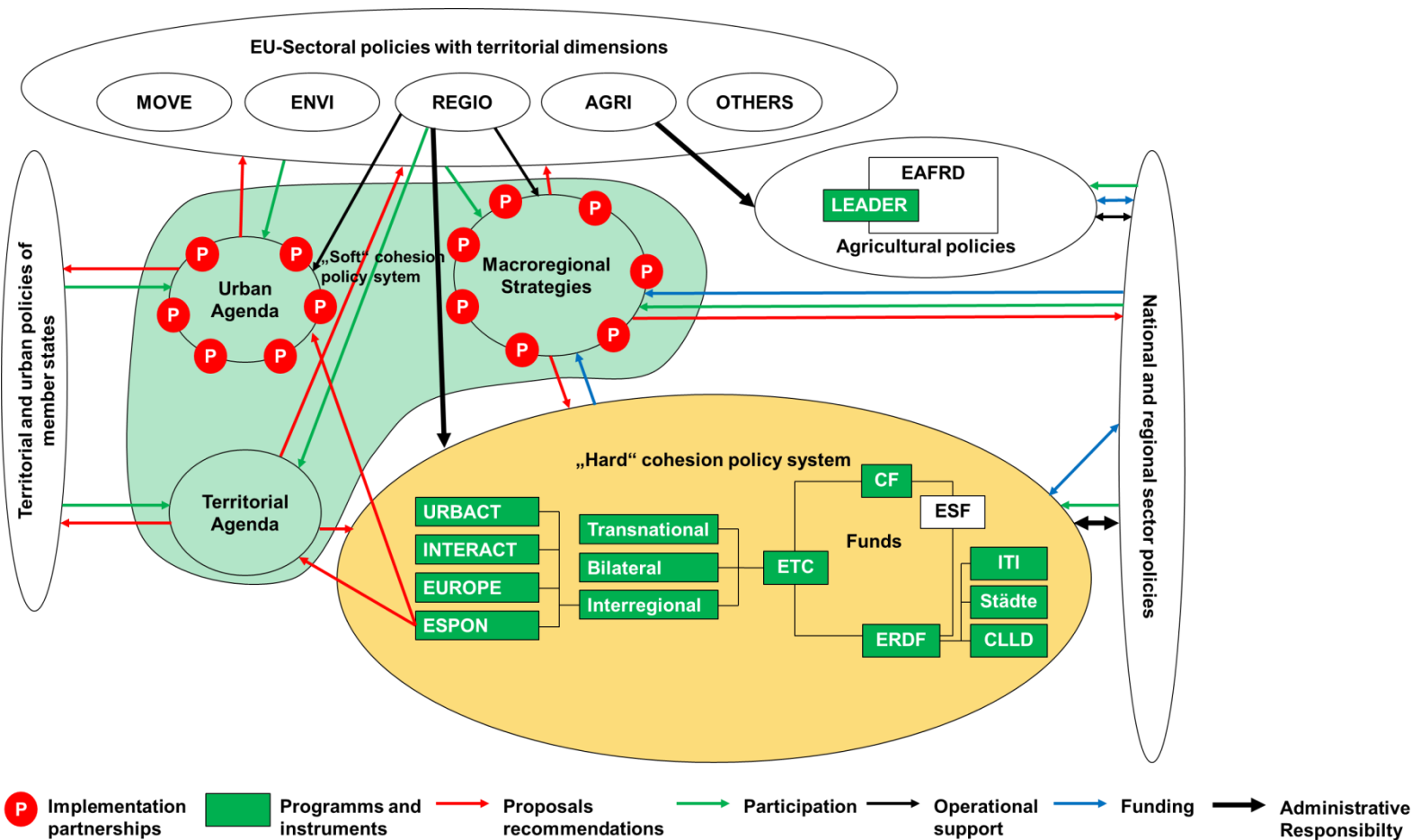
3.1 TERRITORIAL POLICIES AT EUROPEAN LEVEL RELY ON SOFT POLICIES AND INNOVATIVE GOVERNANCE MECHANISMS

Though there is no legal competence for spatial and urban policy at the European level, European sectoral and funding policies are main drivers with various spatial impacts. But mostly these policies are spatially blind and developed without consultation of affected territories and places. On the other hand relevant present and future challenges, sectoral ones like demographic and social change, climate change and sustainable decarbonised energy systems or digitalization as well as territorial ones like increasing fragmentation and disintegration, growing interdependencies and externalities or a mismatch of functions, call for intersectoral place based approaches at all levels of decision making and implementation.

To support sectoral integrated place based approaches at the European level soft policies are the key, if there is no fundamental shift in competences, which seems to be out of reach at the moment. Soft policies are based on cooperation and collaboration on an equal footing and need elaborated, innovative governance mechanisms beyond the administrative routines.

Territorial soft policies at the European level are still in place, but it is a manifold complex landscape (see **Figure 1**), grown over the last decades. In particular the Macro-regional strategies and the Urban Agenda paved the way for innovative and tailor-made governance approaches beyond the routine of the administrative system.

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Figure 1: "Landscape" of European territorial policies

Source: own presentation

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As such they are not fully integrated in the government system at the European and national level. The Macro-regional strategies with their permanent partnerships are quite stable, but they do not cover the whole European territory. The Urban Agenda is based on temporal partnerships without a secure perspective of continuity. The third territorial soft policy element at the European level, the Territorial Agenda, is the only policy system featuring explicitly territorial objectives and addressing place based and intersectoral tools, but has a weak governance system and low relevance (see **Figure 2**).

Figure 2:   Assessment of territorial governance systems of European territorial policies (ESI funds: tools with territorial dimensions)

Criteria	ESI funds	Territorial Agenda	Urban Agenda	MRS
Ownership	🟩	🟨	🟩	🟩
Leadership	🟩	🟨	🟩	🟩
Commission involvement	🟩	🟨	🟩	🟨
Involvement of states	🟩	🟩	🟨	🟩
Involvement of regions	🟩	🟥	🟥	🟨
Involvement of cities	🟨	🟥	🟩	🟨
Involvement of interest groups	🟨	🟥	🟩	🟩
Implementation focus	🟩	🟥	🟩	🟩
Well defined implementation areas	🟩	🟥	🟩	🟩
Organisational capacity	🟩	🟥	🟩	🟨
Continuity	🟩	🟥	🟨	🟩
Cooperation intensity	🟨	🟥	🟨	🟨

🟩 strong, clear   🟨 unsettled   🟥 weak, unclear

Source: own assessment

However, strengthening the soft policy system with its governance mechanisms to trigger multilevel cooperation aiming at better implementation seems to be crucial for a better performance of territorial and intersectoral policies at European level. Other alternatives are either not realistic or would not solve the problem of implementation:

- leadership by the commission would require a paradigmatic shift of competences,
- the remake of the European Spatial Development Perspective would not help to overcome implementation barriers,
- "business as usual but better" failed in the past and there is no reason to believe this is going to change.

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3.2 STRENGTHEN TERRITORIAL SOFT POLICIES

But how to strengthen territorial soft policies and its governance systems?

Firstly: Keep in mind the main purposes and functions of territorial policies at the European level.

These might be et alia:

- the provision of elaborated incentives: proposals for better legislation and funding
- the elaboration and recommendation of actions for implementation in sectoral and territorial policies at European, national and regional level
- the support of Territorial Impact Assessment and target oriented adaptation of sector policies
- enable mutual learning, exchange of experiences and tool development

Secondly: Build on the learnings of the governance mechanisms put into practise already.

The in-depth analysis of on-going implementation and cooperation partnerships of Macro-regional strategies and the Urban Agenda provide a quite clear picture addressing factors of success and failure.

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Figure 3:   Steering cooperation and implementation partnerships in different phases

Set up phase	Operational phase	Implementation phase
• Topic and priorities • Ownership clarified • Leadership clarified • Harmonisation of results and expectations • Transparent selection of partners • Internal rules of procedure are agreed • Financial and organisational framework is set up • Strategic and operation plan (time frame, milestones) • Plan for internal and external communication	• Secure participating in regular meetings • Development of actions, projects, policy recommendations • Integration of external expertise • Consultation of external stakeholders • Initiate communication with the public • Information of high-level administration and political decision makers • Ongoing management: technical assistance.	• Preparation of results for high level administration at all relevant levels • Preparation of results for decision making bodies at all relevant levels • Information and communication with members of the partnership concerning administrative and political decision making • Dissemination of results and experiences towards the interested stakeholders and the public

Monitoring	Evaluation

Crucial factors are strong owner- and leadership, clear visions and a strong commitment of the partners, a focus on implementation and sufficient organizational capacity to support co-operation and communication.

Thirdly: Establish the soft policy approaches and its governance mechanisms as part of the government and administrative system with continuity and sufficient resources.

At the moment innovative governance systems like the implementation partnerships take place in a parallel world to the system of government and administration. They have the character of add-ons besides the administrative routines, but mostly without sufficient personal, financial and organizational resources. If such experimental approaches succeed in producing results, the traditional system of government and administration is sometimes overstrained to "digest" the outcomes. There seem to be serious bottlenecks to take up the results and to integrate

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them in their routines. The new, innovative and experimental governance mechanisms are in a trap between

- high expectations and insufficient resources,
- high motivation and additional engagement of the involved partners beyond their daily routines and insufficient taking up of the recommendations, proposals or results carried out.

Therefore one of the main conclusions of the DG seminar was, that

- most of the member states know that there is a need for something, that goes beyond the routines and the on-going practise,
- but the experimental stage of soft policies overburdens the system in the long run.

This leads to a hesitating attitude in regards to the support of the expansion of such approaches due to capacity restraints. A solution could be a stronger integration of the territorial soft policies and its governance mechanisms in the government and administration system as well at the European as at the national level. The establishment of a permanent coordination unit equipped with owner- and leadership, personal, financial and knowledge resources and mechanisms of integration of the outcomes of the soft policy system into the governmental and administrative routines would be an option. A joint body of DGTC and DGUM with participation of the commission and the committee of the regions served by a permanent secretariat could take owner- and leadership. ESPON might be the right institution to undertake the task of the secretariat.

3.3 EXPERTS RECOMMENDATIONMS FOR PREPARING THE GROUND FOR TERRITORIAL POLICIES POST-2020 – TIME TO DECIDE

The discussion of post-2020 territorial policies at the European level might bear the opportunity to prepare a decision on the future of territorial policies at the European level. Two options were raised for discussion at the DG seminar:

- scale down the role of territorial policies to an expert and advisory network and invest resources to upscale political backing with data, information and research results;
- scale up the function and relevance of territorial policies by continuation of cooperation partnerships in the Urban Agenda and set-up of such partnerships in the Territorial Agenda as well, which would open the opportunity to close the gap between Urban and Territorial Agenda.

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For the time being, below following conclusions and recommendations can be drawn:
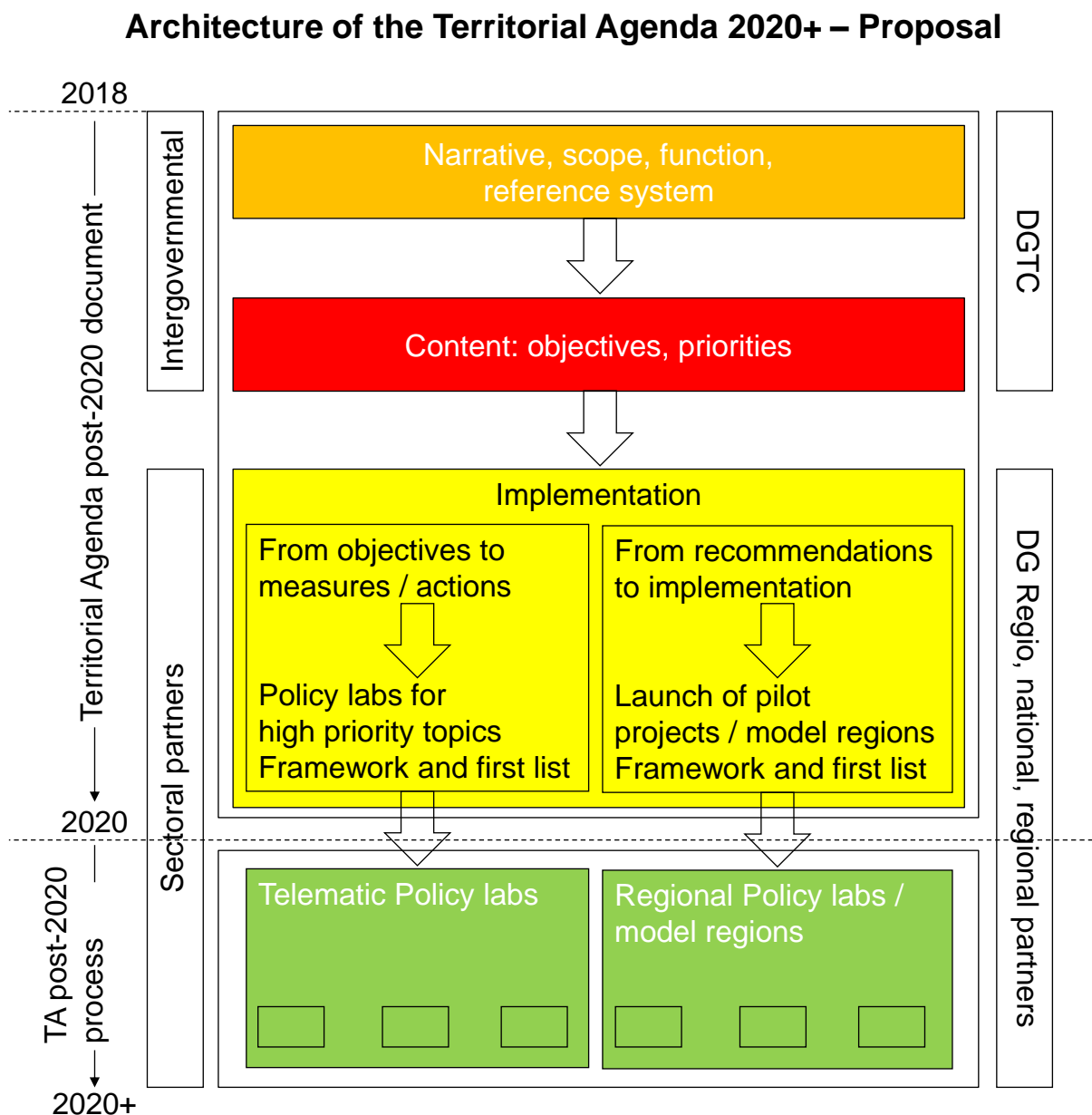
(1) Urban Agenda

- Pre-evaluation of the on-going and finalised partnerships and mapping of actions, possible future priorities and topics to start a discussion at council level
- Definition of future topics, but slowing down the pace to be able to "digest" the results of the first stage of the Urban Agenda
- Clarification of financial support and the duration of future partnerships
- Mapping of the outcomes of the Urban Agenda so far and promoting the success stories
- Looking for themes/ topics to be worked on jointly with the Territorial Agenda colleagues

(2) Territorial Agenda

- Development of a strong narrative with scope, function and a reference system
- Revision of the content with objectives and priorities
- Development of governance mechanisms triggering better implementation and funding of place based policies at European level exploiting the experiences of the Macro-regional strategies and the Urban Agenda.
- Work on the following questions: Reasons/ topics which do call for partnerships, topics/ issues not covered by the Urban Agenda, issues overlapping with the Urban Agenda
- Prioritisation of topics for thematic policy labs (working title) and / or regional policy labs together with the Technical Preparatory Group of the Urban Agenda.
- Preparation of the ground by initiating a discussion at council level soon.

To scale up the function and relevance of the Territorial Agenda, a shift from being solely a document to a process-oriented instrument would be desirable.

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Figure 4: Proposal for a process-oriented architecture of the Territorial Agenda post-2020

Architecture of the Territorial Agenda 2020+ – Proposal

(3) Closing the gap between Urban Agenda and Territorial Agenda

A shift to a more process-oriented Territorial Agenda with similar cooperation or implementation partnerships offers the opportunity to address common territorial and urban issues like functional regions including cities and rural areas or urban-rural partnerships. Therefore it is important, that there are some interlinking events of the Territorial Agenda Task Force and the Urban Agenda Preparatory group to screen joint issues.

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At the institutional level, the discussion on a joint permanent coordination unit of territorial and urban policies at the European level might be another opportunity to develop a joint umbrella for the Territorial Agenda and the Urban Agenda.

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4 DETAILED DOCUMENTATION OF THE GROUP DISCUSSIONS

The following chapters document the group-discussions along the questions prepared by the experts on behalf of the Austrian presidency (prepared by the experts):

4.1 WHAT WE CAN LEARN FORM THE PRACTICE OF SOFT TERRITORIAL POLICY APPROACHES WITH A FOCUS AN IMPLEMENTATION PARTNERSHIPS – DEBRIEFING OF THE BREAK-OUT GROUPS

4.1.1 General remarks

- The Urban Agenda is a working method without pre-defined content in it
- The Territorial Agenda is a policy framework without implementation mechanisms
- Implementation partnership is not a good term, because it raises wrong expectations and produces disappointment and frustration, the partnerships in the best case can prepare implementation
- Partnerships are a "coalition of the willing"
- The Territorial Agenda objectives are not clear enough to decide on governance
- Urban Agenda could be a remaining coordination element for more decentralised compe-tences of cities
- New subjects / topics for the TA and pilot partnerships (one or two)
- Good results make it easier for future partnerships
- There is a need for "real" territorial and urban policy

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4.1.2 What are the most important elements for functioning governance mechanisms?

Statements addressing political backing, ownership, leadership, mandate of partnerships

- Format structure + political will + joint interest
- Leadership & willingness of involved stakeholders
- Higher level framework & support
- Ownership based on interest and common beliefs is important
- Strong leadership
- Legitimacy of the partnership and practicability as regards governance
- Motivated leader
- Capacity building of the leader of the partnership (needs experience on topics and coordination)
- Strong mandate: political backing
- Central: role of leader / coordinator
- Framework of systematic decisions
- Ownership is crucial: if ownership is strong financing will follow
- Reconfirmation of political engagement from time to time
- Good leadership

Statements addressing technical assistance, coordination and management tasks, monitoring & evaluation

- Top down support: secretariat, coordination, communication, experts
- Define expectations, responsibilities and outputs
- Support / facilitation of discussion is important to start group work and maintain motivation
- Groups need transparency, clarity and flexibility about their support
- Secretariat as facilitator important for quality of participation and equal commitment of everybody
- Monitoring
- Set ups of a clear work programme, clarify expectations and follow up implementation

Statements addressing resources (time, budget, funding, personal, knowledge)

- Incentives to get stakeholders involved: capacities, resources for implementation
- Limited number of objectives

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- Funding

- Knowledge, ability to acquire knowledge

- Partners need to be experts, not generalists

- Number of partners

Statements addressing the policy purpose, content, commitment, expectations, transparency

- Thematic topic / policy purpose / context matters

- Clear vision / objective

- Big interest and commitment of all in the partnership

- Common vision, direction

- Full commitment of partners, involvement of stakeholders

- Energy and personal motivation

- Being realistic about expectations towards actions

- Clarity an expectations about investment possibilities

- Transparency on several issues is needed before starting the work on an action plan

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- Transparent definition of purpose, programme, participants, tasks and targets from beginning

Statements addressing communication and dissemination

- Links to right actors on national and European level

Statements addressing additional topics

- Window of opportunity
- Allowance to fail
- Partnership in terms of equality
- Networking
- Selection of partnerships: balance top down / bottom up

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4.1.3 What are the most important bottlenecks: ownership, leadership, finance, provision of technical assistance, ohters?

Statements addressing political backing, ownership, leadership, mandate of partnerships

- Political ownership
- Lack of "resilient" mandate, due to changes within the government
- Mandate with competences at sub-national level
- Lack of motivation and ownership
- Dominance / manipulation form the EC (un equal partnership)

Statements addressing technical assistance, coordination and management tasks, monitoring & evaluation

- The coordination of responsible sectors / departments / ministries, which are not involved in the partnership directly at the national and regional level
- Ineffective planning at early stage

Statements addressing resources (time, budget, funding, personal, knowledge)

- No funds for leadership and coordination tasks
- Lack of resources (HR, skills, external support)
- Resources of decision makers, who have given the mandate
- Finance & Resources
- Quality versus quantity – too many partnerships are a risk to loose focus
- Lack of resources: financial & personal

Statements addressing the policy purpose, content, commitment, expectations, transparency

- Expectations, which are to high and create disappointment
- Lack of transparency

Statements addressing communication and dissemination

- Finding a common language, common objectives
- Common language English excludes partners and persons

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- Communication and dissemination due to missing capacities – structure for disseminations is needed
- Lack of clarity about communication

Statements addressing additional topics

- Reversed preconditions
- Lack of links to other departments of the government (larger buy-in)
- Focus on administration rather than on goals
- Lack of visible impact reduces motivation
- Unclear pathway to implementation, missing implementation mechanism

4.1.4 What are most important learnings from the different types of implementation partnerships?

Statements addressing political backing, ownership, leadership, mandate of partnerships

- Shared responsibilities in owner- and leadership

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- Strong leaders are needed + strong coalition of the willing
- Ownership is a full time job and it is more than coordination
- National governments have a key role

Statements addressing technical assistance, coordination and management tasks, monitoring & evaluation

- Evaluation of achievements are needed, evaluation of the UA
- A flexible approach is needed
- Do not formalise to much
- Common instruments for the deliveries
- Monitoring of the partnership; a monitoring tool is needed
- Experts are helpful
- UA partnerships still need support
- Different partnerships need different types of support
- Coordination between partnerships at different phases is helpful
- Support for knowledge flow between partnerships and local actors is needed

Statements addressing resources (time, budget, funding, personal, knowledge)

- Take your time
- Do not start to many partnerships at the same time
- Partnership need time to deliver results
- Measure of success needs time
- Self-responsibility about use of budget is necessary (flexibility is required)
- Individual persons make a difference in finding funding and being successful
- Don't start all partnerships at the same time

Statements addressing the policy purpose, content, commitment, expectations, trans-parency

- Concentrate on issues of agreement rather than disagreement through a joint plan to an individual action
- Importance of format, commitment, time, financing
- Stop, if there is no enthusiasm for new
- Flexibility in the beginning: do not expect a concrete result

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Statements addressing communication and dissemination

- The perception of the results matter → communication is the key (internal & external)
- Role of partners goes beyond partnership as such: communication, dissemination, involvement of stakeholders on national and European level
- Partnerships need a strategy plan for dissemination and communication
- Exchange of partnerships (large & small countries) is important
- External communication is important

Statements addressing additional topics

- Selection of partners is very important
- Nature of partnership: how to come to pragmatic outcomes with political backing
- "Things" changing (political support, people, knowledge)
- If commitment is high partnerships can sustain even after pre-set time
- Motivation in the beginning due to common challenges change to search for added value
- Benefits need to be ensured for all partners
- Composition of partnerships (large & small countries) is important

4.1.5 Which factors are important to ensure the take-up of results and the implementation partnership

- Influence on decision making must be possible and real changes as result of the additional work
- Action plans often are too descriptive, needs to be updated until implementation can really start
- Partnerships don't know how to implement what they are carrying out
- Tools for real implementation are missing: funds, governance
- Leadership after finishing a partnership is missing
- Change management is missing, should be integrated in government
- Step by step approach (incrementalism)
- The relevance of recommendations of partnerships differ between regions
- Credibility / sound basis and concrete results which are easy to achieve
- Composition of the partnerships should include bodies / institutions responsible for implementation → project character
- National incentives to transfer / promote results

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- Ensure buy-in to overcome resistance to change

- For proposed actions: finding of action owner

- Communication to key stakeholders

- Support is needed in match-making between Action plans and funding programs, Funding programs need to better reach and comply with Action plans

- Adaptability of realistic goals to local, regional, national contexts – be not to general

- Local politicians are motivated and informed

- Involvement of EU institutions

- EU funding – EU as a partner: supporter, expert observer (?)

4.1.6 Is the governance model of Territorial Implementation Partnerships in principle a promising way forward for territorial and urban policy making at the European level? Would you support a stronger use of cooperative governance elements for territorial policies at European level?

- Yes, because it is the only way forward to address fragmentation, but you have to throw out the flags

- Yes, because it is inspiring and enables mutual learning

- Yes, but triggering changes and influence decision making must be possible

- Yes, because governance is a prerequisite of cooperation

- Territorial Agenda: learning from the Urban Agenda

- Yes, but one or two pilot partnerships for the TA at the beginning

- Link of issues of the TA to the UA

- Yes, but reflect on learning from on-going partnerships

- Yes, but partnerships are limited in time, while topics stay

- Yes, but more and deeper knowledge is required

- Cooperative governance is to a certain degree inevitable today

- Role of the member states: EU-support can be amended through national contributions, may be also the implementation of actions → co-leadership needs to be ensured.

- Yes, but rules and a clear process is needed

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4.2   PERSPECTIVES AND OPTIONS FOR THE FUTURE GOVERNANCE OF THE URBAN AGENDA - DEBRIEFING OF THE BREAK-OUT GROUPS

4.2.1 How can we transfer the results of the partnerships into conrete actions?

- Who is "we"? Cities should be included in preparing the next steps
- Within partnerships the "ownership" for actions has been defined
- Networks of dissemination of knowledge still exist
- Process of "implementation" of action plans are running – very complex processes have been activated
- A process-oriented implementation and a process of knowledge transfer is needed
- How to hold the energy is a crucial question
- Small resources might be mobilised for implementation of action plans
- Action leaders follow in implementing the actions, but also others need to take over actions
- Making EU-funds available for cities
- Mobilisation of those, who are in charge of the actions, is needed
- Information of other member states and cities about the results of partnerships is needed
- A coherent offer for information and knowledge transfer should be developed
- Bundling actions for better "digestion" and increase momentum

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- Supporting of implementation of actions as political priority
- "Digestion" / implementation of partnership results in smaller groups of member states
- Make action plan readable, prioritisation of actions
- Clarification, how to comment / share proposals
- Define different indicators & also roles

4.2.2 What will happen next, when all partnerships are completed?

- Clarification of financial support is needed
- Duration of partnerships should be discussed
- Search for new topics
- Partnerships are the engines of the Urban Agenda – keep the momentum
- Provision of an "outer circle" for information (good practise, knowledge)
- Support for smaller cities for implementation of main outcomes is needed
- Use existing formats for knowledge dissemination (URBACT, conferences)
- Promote the success stories of the Urban Agenda
- Biggest risk is to loose momentum
- Mapping of UA effects / impacts / instruments / actions
- Overview on monitoring is needed

4.2.3 Who is willing to take ownership and leadership for the next stage of the Urban Agenda?

- Member states and commission are the DNA of Urban Agenda
- Role of TPG in further process is important and multifold
- Political momentum is needed: member states should initiate a discussion on council level, define what decisions form the council will be needed, present priorities
- Pre-evaluation is needed before May 2019 inclusive mapping of actions to gain commitment
- Make sure, that UA will survive in the next phase
- Urban initiative to secure UA, possible start 2021, who fills the gap?

4.2.4 Who is willing to facilitate the partnerships technically and financially after the cut back of the engagement of the commission?

- Joint intergovernmental support structure
- Pre-evaluation is needed before May-meeting 2019

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4.3 PERSPECTIVES AND OPTIONS FOR THE FUTURE GOVERNANCE OF THE TERRITORIAL AGENDA

4.3.1 Are partnerships appropriate for the implementation of the Territorial Agenda post-2020

- More cooperation is needed, but more information on partnerships as method as well
- Something is needed, either partnerships or something else
- Yes, if ownership exists
- Link to international commitments like SDGs
- Sharing of experiences is a big value
- Clarification of the mission of the Territorial Agenda
- TA needs desperately a tool / governance format to become real
- Partnerships are appropriate, if they address the right issues, because TA is too abstract

4.3.2 What is needed to be able to make decisions on the pathway to a post-2020 TerritoriAl Agenda

- How to organise the process
- Immediate action is needed to be ready in 2020
- Clarification of the mission of the TA:
    - → down-scale to an expert network and invest resources to "upscale" political backing
    - → up-scale by implementation mechanisms (partnership)
- A value discussion is needed
    - → involvement of the commission as facilitator
    - → intergovernmental solution with ESPON as facilitator
- A presidency to takes owner- and leadership
- Discussion at council level
- Raising profile at national level: Why do we need it? Spell out the practical relevance, potential of intergovernmental work
- Find the issues, problems, topics, which need joint approaches by members states
- A serios screening of the TA: What calls for partnerships? What is not covered by the UA? What issues are overlapping in TA and UA?
- Build on key tasks and contents of the TA
    - → Stabilise territorial policy systems at all levels
    - → Based on knowledge / evidence

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→ Bridging between sectors

→ Fostering polycentric development

→ link to urban dimension

4.3.3 Who should do the next steps to prepare decision

- The Task force for the renewal of the Territorial Agenda
- Homework in the member states, regional participation

4.3.4 Who should facilitate cooperative governance mechanism in the future

- Intergovernmental structure as Task force for the renewal of the TA
- Continuous support is necessary
- The national anchoring is crucial
- Support by ESPON as secretariat and expert organisation
- A value discussion is needed:
    → involvement of the commissions as facilitator (up scaling)
    → intergovernmental solution with ESPON as facilitator (up scaling)
- Member states with involvement of the commission (sectoral DGs as well)

4.3.5 Who should contribute to the personal and financial support of governance

- Member states + financial support of the commission to start

4.3.6 Interlinking TA and UA

- SDGs + territorial dimension as joint umbrella
- In the beginning: start with an urban-rural partnership
- Establish joint groups between UA / TA
- Functional regions including cities and rural areas as topic

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5 LAST BUT NOT LEAST – THANKS TO EVERYBODY FOR YOUR CONTRIBUTIONS AND GOOD MOOD

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