



Towards better territorial governance in Europe. The ESPON TANGO project

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Urban Policy - Challenges, Experiences, Ideas

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ESPON TANGO (Priority 1 – Applied Research)



Time frame:

Inception Report – Dec 2011

Interim Report – June 2012

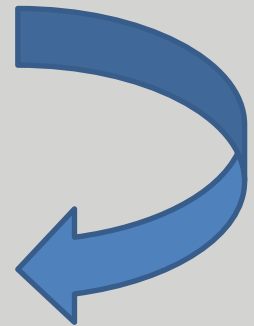
Draft Final Report/Draft Final Handbook – June 2013

Final Report and Final Handbook – Nov 2013

- Nordregio (Lead Partner) (SE)
- Delft University of Technology / OTB Research (NL)
- Politecnico di Torino (IT)
- University of Newcastle upon Tyne (UK)
- Centre for Regional Studies of the Hungarian Academy of Sciences (HU)
- University of Ljubljana, Faculty of Civil and Geodetic Engineering (SL)

Key objectives of ESPON TANGO

- 1) Develop sound typologies of contemporary 'Territorial Governance'
- 2) Identify and examine different forms of Territorial Governance practices within 12 in-depth case studies
- 3) Develop framework and explore conditions for transferability of 'good' Territorial Governance practices'
- 4) Develop user-friendly handbook of Territorial Governance practices
- 5) Demonstrate policy relevant options for creating better performing mechanisms for future Cohesion Policy/EU 2020 delivery



The TANGO approach in a nutshell

- Territorial governance matters for territorial *cohesion* ...
but how, to what extent and under which circumstances?
→ Requires a 'systematic' research approach
- Conceptualizing & defining (good) Territorial governance:
→ Literature review – difficult to distinguish between analytical and normative notions
- A dozen of Case Studies
→ Studying Territorial Governance 'on the ground' !
- Making our research valuable and practical for future Cohesion Policy/EU 2020 delivery:
→ Distilling innovative features of territorial governance and assessing their transferability

TANGO working definition of Territorial Governance

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

- 1) **integrating relevant policy sectors,**
- 2) **co-ordinating the actions of relevant actors and institutions by considering in particular the multi-level interplay,**
- 3) **mobilising stakeholder participation,**
- 4) **being adaptive to changing contexts**
- 5) **addressing the place-based/territorial specificities and characteristics.**

We consider **1) to 5)** as “**dimensions**” of Territorial Governance which provide added value to achieving territorial cohesion.

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

The 12 indicators of good territorial governance

Indicator	Dimensions
1) Public Policy Packaging	1) Integrating Policy Sectors
2) Cross-Sector Synergy	
3) Governing Capacity	2) Coordination of actors
4) Leadership	
5) Subsidiarity	
6) Democratic Legitimacy	3) Mobilising stakeholders participation
7) Public Accountability	
8) Transparency	
9) Reflexivity	4) Being adaptive to changing contexts
10) Adaptability	
11) Territorial Relationality	5) territorial specificities and characteristics
12) Territorial Knowledge and Impacts	

- relevance and practicality validated by Delphi-survey in autumn 2012

- each Indicator divided into elements/characteristics investigated in Case Studies

- derivation of features of territorial governance

The 12 TANGO case studies

1. Territorial Climate Change Adaptation Governance in the Baltic Sea Region (BSR)
2. Territorial Governance as a way to resource efficient urban development in Stockholm (SE)
3. StedenbaanPlus: Coordination of land-use and transport planning in Southern Randstad (NL)
4. Cross-border water management in the Rhine Basin (NL-DE)
5. Target-based Tripartite Agreement among the European Commission, Italian government and the Lombardy Region (IT)
6. The territorial governance process within the South Loire (*Schéma de Cohérence Territoriale, SCOT*) (FR)
7. Territorial governance through local enterprise partnerships in Greater Manchester (UK)
8. North Shields Fish Quay: Localism through Neighbourhood Planning (UK)
9. Management of Structural Funds in Hungary and CEE countries (in particular South Transdanubian OP) (HU)
10. Territorial Governance and Flagship events: the European Capital of Culture Case in Pécs (HU)
11. Formulation and implementation of spatial planning strategies and regional development policies in Ljubljana Urban Region (SL)
12. Territorial Governance of natural areas in the Alpine Adriatic area: the Trilateral Nature Park Goričko-Raab-Örség (SL, IT, AT, HU, HR)

Towards better territorial governance in Europe.

A guide for practitioners, policy and decision-makers

Practitioners are private or public professionals that are engaged in various roles concerning territorial governance activities at different scales and cohesion policy programmes or projects in Europe.

→ **Practices** are the specific resource they manage as they create interactive knowledge, which is generated from the social experience of territorial governance processes.

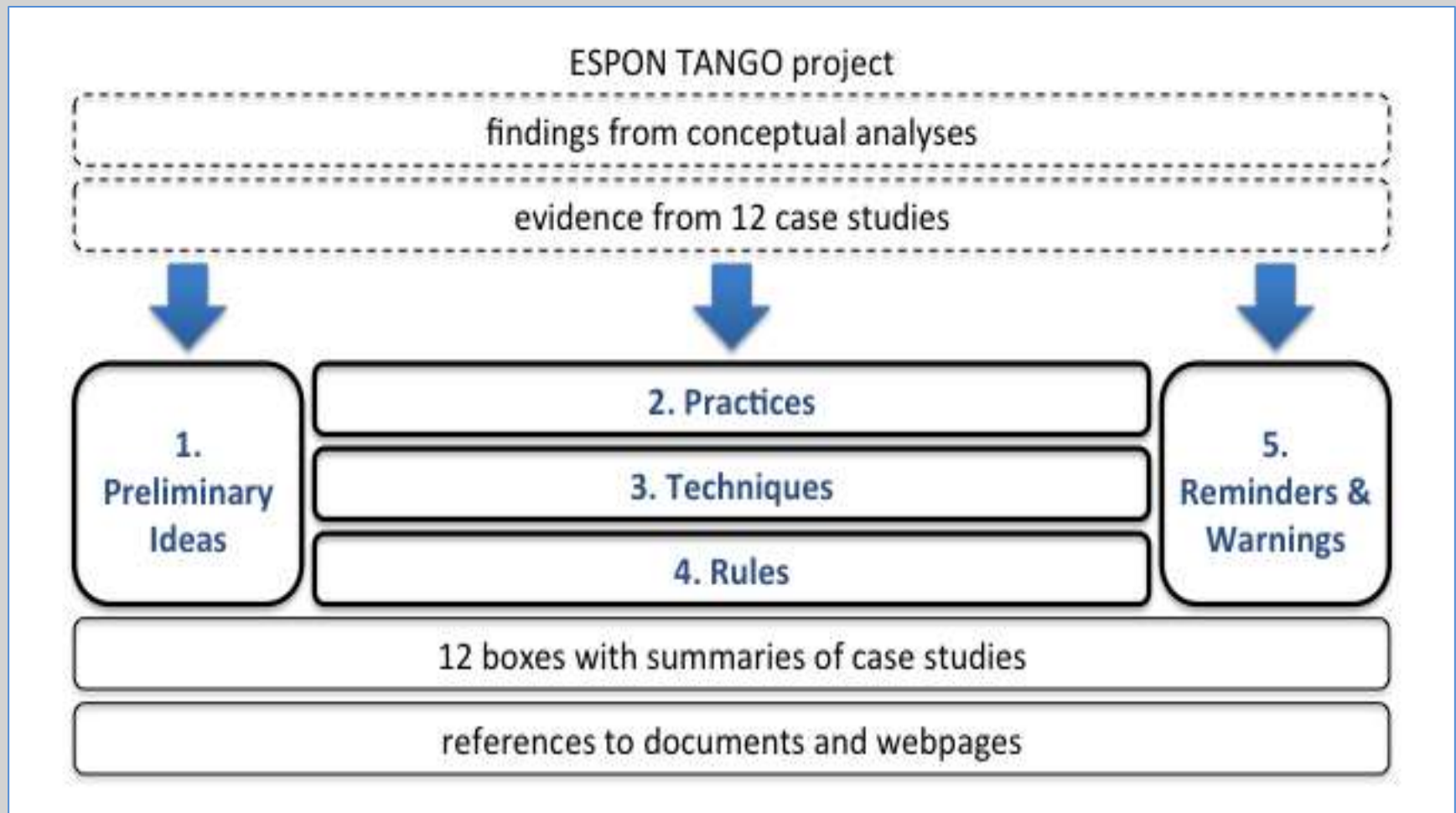
Policy makers are usually public executives and officials in charge of territorial governance activities at various administrative levels in all countries, as well as deputed to implement cohesion policy at the EU level.

→ **Techniques** of policymaking, applied through the elaboration of plans, programmes and projects, are the primary resource of which they dispose in order to address territorial governance processes.

Decision makers are those appointed by democratic vote, such as members of the EU Parliament and national parliaments or regional and municipal councils, often in charge of ministerial or departmental roles that are related to territorial governance and to cohesion policy.

→ **Rules** on territorial governance can be established by decision-makers, in reason of their elective position.

Structure of the guide



Contents of the guide (draft) - 1

Preliminary ideas for better territorial governance

- Place-based motivation
- Place-based commitment
- Integrative rationale
- Pro-active leadership

Practices that improve territorial governance

- Instruments for implementing good practices
- Promoting good practices
- Visions for good practices

Techniques and methods for better territorial governance

- Design of a strategic framework
- Effectiveness of partnership arrangements
- Quality of monitoring and evaluation process

Contents of the guide (draft) - 2

The importance of the rules of the game

- Responsible leadership
- Effective governance
- Programming system based on performance
- Place-based rationale

Last reminders and warnings

- Set up flexible coordination based on subsidiarity
- Create a rationale for policy integration
- Involve the appropriate actors
- Pursue a shared understanding of the changing context
- Adopt a multi-scalar vision

http://www.espon.eu/main/Menu_Projects/Menu_AppliedResearch/tango.html

Thank you!

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