Corridor management - Governance structure for transnational and multimodal transport corridors

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Governance

To govern – to steer, rule, control, lead

Change in society where matters earlier handled by the national government involve a number of stakeholders influencing the outcome or sharing responsibilities (Giuliano, 2007; Romein et al., 2003; Pierre & Peters, 2000).
Governance in transport corridors

No general framework available, different on-going initiatives consider governance like:

• TEN-T (EU)
• Railway freight corridor initiatives (EU)
• EWTC (interregional)
• Bothnian corridor/BGLC-project (interregional)
• …
Research questions

How should governance structures for transnational and multimodal transport corridors be designed?

• Which variables are important to consider when designing a transport governance structure?
• How should a transport governance structure be organised (structurally and procedurally)?
• Which stakeholders should participate in a transport governance structure?
• How should stakeholders in diverse levels of governance interact in a transport governance structure?
Research settings

Integrated with the Bothnian green logistic corridor (BGLC) project

- Connects northern Scandinavia, with vast natural resources (ore, timber, fish), with central Europe
- 29 partners
- 5 countries
- 2011-2014.

Source: BGLC webpage, 2013

TEN-T core network, but not core network corridor.
Studies

Performed studies

• Scientific literature reviews (transport, governance)
• Study of transport projects, together with VTT technical research centre in Finland and University of Thessaly (UTH) in Greece
• Workshop (around 50 participants, six countries)
• Document studies of EU initiatives (European coordinators, TEN-T, Railway freight corridors) and interregional initiative (EWTC)
• Interviews (handful of responsible persons in the Brenner corridor and Rotterdam-Genoa corridor).
• Bothnian corridor case study, including focus group discussions (Bothnian corridor stakeholders).

Analysis and interpretation

Triangulation
### Organisational
- Formalised agreements
- Broad stakeholder inclusion
- Leadership (strong, clear)
- Coordinator
- Powers/resources/accountability
- Top-down/bottom-up.

### Procedural
- Communication
- Transparency (motivation, procedures)
- Procedural adaptibility
- Clear objectives
- Flexibility
- Social acceptance.

(From literature, study with VTT and UTH, workshop, document studies and interviews)
Structural organisation

Several options found in literature:

Alliances, partnerships, networks, commissions, EEIG (European Economic Interest group)…

- Differences hazy (not EEIG)
- Participants often decide strengths of commitment
- Formalised agreements indicate stronger commitment (required in an EEIG)
- Independent organisation is indicated as suitable (workshop; Provan & Kenis, 2007).
Participating stakeholders

• Increasing governance in society, meaning more joint actions and less governmental single action (literature)

• Participation of a manifold of stakeholders (public, private, regional, national etc.) is considered important when forming a transport corridor management structure (literature, study with VTT and UTH, workshop)

• Inclusive attitude towards stakeholders (workshop)

• Stakeholders interest in and motives for participating varies (literature, workshop)

• If too many participants, risk for slow progress (interviews), costs.
Interaction between stakeholders

Communication

• Information flows important—both internal and external, both one-way and other forms of conferences, group meetings etc. (literature, study with VTT and UTH, workshop, interviews, document studies)
• Create common knowledge base
• Agree upon targets, visions, activities etc.

Formalised agreements

• To clarify frequencies, format and forums (literature, study with VTT and UTH, document studies, interviews)
• Not everyone every time (interviews)
• Increase transparency.
How should governance structures for transnational and multimodal transport corridors be designed?

- Inclusive towards stakeholders, by providing opportunities to attach to the structure in various ways, strong or loose commitment
- A multi-level governance perspective, where vertical levels (Vertically: local, regional, national, European, global levels) and horizontal levels (Horizontally: diverse actors on a level) can be combined
- Top-down meets bottom-up efforts.

Multi-optional governance structure
Structural outline of a multi-optional governance structure

- **Steering by core stakeholders** (ex. EU, states, infrastructure authorities, regions, major operators, major terminal actors), strong engagement and commitment, preferably powerful

- **Strategic advisors** important decision-makers, might be able to form a **decision-making board** (EU, states) for certain issues regarding the corridor

- **Thematic work** for specific topics, in partnerships, networks, alliances

- **Information network**, loosely attached, receiving information

- **Secretariat**, facilitate tasks (a separate organisation, or part of core stakeholders).
Factors for customising to a particular corridor

No universal governance structure

Customising factors

- Existing management structures (Bothnian corridor case study, document studies)
- Connection to on-going initiatives (Bothnian corridor case study)
- Stakeholders intentions (focus groups)
  - common perception of objectives, core stakeholders.
Implementing challenges

- Agree upon goals and core stakeholders when this is not pre-mandated
- Transparent decision-making processes
- Inclusive participation, but still progressive
- Inclusive attitude in practice (political, individual aspects)
- Transnational and transregional context (culture, priorities...)
- Competition/cooperation between stakeholders (transparency and agreements)
- All stakeholders or organised interests.
A2A corridor

My questions

• Why corridor management?
• Which tasks for such a corridor management?
• Who are core stakeholders?
A2A corridor

Discussion before lunch

Some current corridor development issues:

- business risks (consortium?)
- attract cargo flows
- communication/information between actors
  private/private, private/public