BGLC - Corridor structure enabler management

Workshop
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BGLC – Activity 6.1 Corridor structure enabler management

STUDIES
• Literature reviews.
• European scientific study.
• Collected information from other EU initiatives and projects (European rail network for competitive freight, TEN-T, EWTC, European coordinators).
• Interview study.

SPECIFICS OF THE BOTHNIAN CORRIDOR

RECOMMENDATION
Leading to a recommendation for the Bothnian Corridor.
First literature review
considerations for a transport management structure

Main results:

• government issues (structure and function of public authorities) to a high extent become governance issues (joint actions between authorities, private actors, organizations and citizens).
• Powers/resources and accountability.
• Coordinator.
• Stakeholders inclusion.
• Strong leadership.
• Procedural changes.
• Formalized partnerships (agreements).
• Communication.
• Complementary effectuation processes.
Main results:

- Both structural and procedural.
- Structural forms: jointly owned entities (like EEIG), alliances, partnerships and networks. Loose to strong contractual agreements. Commissions, state or overstate issues in a broad manner.
- Key procedural issues are communication, transparency and flexibility.
- With many participants and clear goals, a network administrative organization (NAO) could be an option.
- Both formal and informal agreements are important.
- Actors have diverse motives for participating in an organizational relationship.
- Although organizations are committing themselves to a governance model the individual is always important for progress.
- No “one fits all”- solution.
European scientific study
experiences of management structures from other transport projects

VTT research centre, Finland, and University of Thessaly, Greece.

The study includes:

• Case studies of the fifteen pre-defined questions.
• Workshop 23rd of April 2013 in Örebro, together with the Swedish national initiative CLOSER. 48 participants from Sweden, Finland, Denmark, Germany, Italy and Poland (academia, consultants, municipalities, regions and business actors).

The report is available at Bothnian Corridor webpage.
European scientific study
Main conclusions

Key success factors are at least:

• wide participation from different stakeholder segments (public, private, regional, national);
• clear objectives in terms of physical infrastructure development needs;
• wide social acceptance, which includes environmental aspects;
• clear leadership and transparent motivation (make the efforts credible)
• clear objectives that support the policies and programmes of national and international organisations;
• a management structure that gives each stakeholder a voice and mandate that they can use as a natural part of their normal tasks;
• no “one fits all”- solution.
Other EU initiatives and projects

EU-European rail network for competitive freight
Towards seamless rail freight transport corridors in Europe.

EU Regulation EC 913/2010.
- Executive board: representatives from concerned Member states (set objectives, oversee activities).
- Management board: infrastructure managers, body allocating rail capacity (outline an implementation plan).
- Two advisory groups, terminals and railway undertakings.
- One-stop shop

To avoid overlapping governance structures, already existing initiatives should be taken into consideration (TEN-T, ERTMS, RNE).
Other EU initiatives and projects

EU - TEN-T

European well connected transport network, for freight and passenger transport, for rail, road, maritime and air transport.

Comprehensive network and Core network.

Ten Core network corridors, to lead the implementation:
- Coordinator appointed by EC.
- Corridor platform: states, appropriate public and private entities (plan for development).

Already existing initiatives should be considered (rail network for competitive freight, ERTMS).

“While the Member States have traditionally been the main actors involved in transport infrastructure development and management, developments suggest that this situation has been progressively changing. Regional and local authorities, infrastructure managers, transport operators and other public and private entities have also become key actors in the development of infrastructure.”
Other EU initiatives and projects

Interregional – EWTC
Existing association.

Consultant report, Källström:
- *non-profit organisation or association* (equal membership – difficult for different member interests especially business, many inhomogenous members – difficult to steer, must follow laws in registered country)
- *strategic alliance* (mostly inter-firm)
- EU initiative on *rail freight corridors EC 913/2010* (clear objectives and a given mandate from European commission)
- *EEIG* (separate entity that can act in its own name and the members decide voting rights etc.)

An EEIG is recommended (steady structure, flexible - easy procedures for changes in the memberships.) Needs preparation and firm commitment.
Other EU initiatives and projects

Interregional – EWTC

In EWTC strategy plan proposed to stay as an association – “a strategic alliance based on contractual relationships”. Actors from outside EU and EEA not full members of EEIG.

Progressed association:
- Executive committee of three persons.
- An advisory board 10-15 persons (idea generator, guidance to executive committee and secretariat).
- Strengthened secretariat (staffed central secretariat, and geographical regional secretariats).
- Observers.
- Temporary workgroups.
Other EU initiatives and projects

European Coordinators

Annual reports 2010 and 2012 from the nine coordinators appointed by the European Commission for transport priority projects.

- Establish contacts with key stakeholders (meetings, conferences etc.)

- National, bilateral and multilateral forums are arranged where concerned actors like authorities from local, regional and national level, politicians, operators and interest organisations can meet

- Agreements are drawn up (joint declarations of intent, MoU, projects)

- Working groups and platform organizations. With an agreement between the states on corridor level it often contains setting up a management structure with working groups on diverse topics, and coordination on a governmental level together with the EU.
Interviews
representatives from the Brenner Corridor and the Rotterdam-Genoa Corridor

Structures: Positive towards their own structure (EEIG, platform) for bringing various interests together. Focused goals positive, too many participants might lead more to a discussion forum than concrete results. Flexibility positive. Company is suggested for constructing phase. Permanent secretariats needed.

Operations: Transparency, communication and focused objectives are considered positive.

Leadership: National level or EU

Big challenges: finances, agreements and public acceptance

Key stakeholders: government, regions, politicians, infrastructure managers, operators, and the EU. Powerful people in the corridor structure is regarded as important to be successful.

Impact on processes: transparency in planning, psychological factor to accomplish your part of the joint target.
A management structure for the Bothnian Corridor

Discussion

Specific

Bothnian corridor, core network, but not core network corridor.

“In terms of activities, the core network corridors will provide a platform for capacity management, investments, building and coordinating multi-modal transhipment facilities, and deploying interoperable traffic management systems.”

- No current management directives.
- Possible later attachment to the core network corridor structure.
- Focus on the core network part.
- Structure for broad transport corridor development.

Not many actors outside EEA, at least now.

Multimodal, passenger and freight.

General

Broad stakeholders inclusion, but not too many to make it difficult to move forward.

Key stakeholders important.

A firm structure, but still flexible.
A management structure for the Bothnian corridor

Recommendation

Structural

• Easy to attach to for all types of stakeholders, with different commitment options, strong or loose.

• Steering by the core stakeholders (ex. EU, states, infrastructure authorities, regions, major operators, major terminal actors), which have a strong commitment.

• Strategic advisors (ex. EU, states, major actors that are not core stakeholders)/decision making board (states, EU).

• Thematic work/information (all stakeholders) in partnerships, networks, alliances.

• Secretariat (could be a separate organisation, or part of core stakeholders).
A management structure for the Bothnian corridor
Recommendation

Procedural

• Communication – Information and dialogue within and outside the structure.
• Transparency – access to meetings, minutes and processes for decisions
• Flexibility – evaluation occasions for adjustment of the management structure.
• Formalized agreements
Focus groups – The Bothnian Corridor

• **Objectives** for a management structure (development of corridor, infrastructure, planning, operative management, logistics, lobbying, harmonizing services)?

• Who are the **Core stakeholders**?

• Where would **your organisation** participate in this structure (tentative)?

• Which are the **strengths/weaknesses/threats/opportunities** with this management structure?