



THE NORTHERNMOST UNIVERSITY
of Technology in Scandinavia

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



Variables and recommended attributes to consider

Organisational

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

Procedural

- Communication
- Transparency (motivation, procedures)
- Procedural adaptability
- 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?

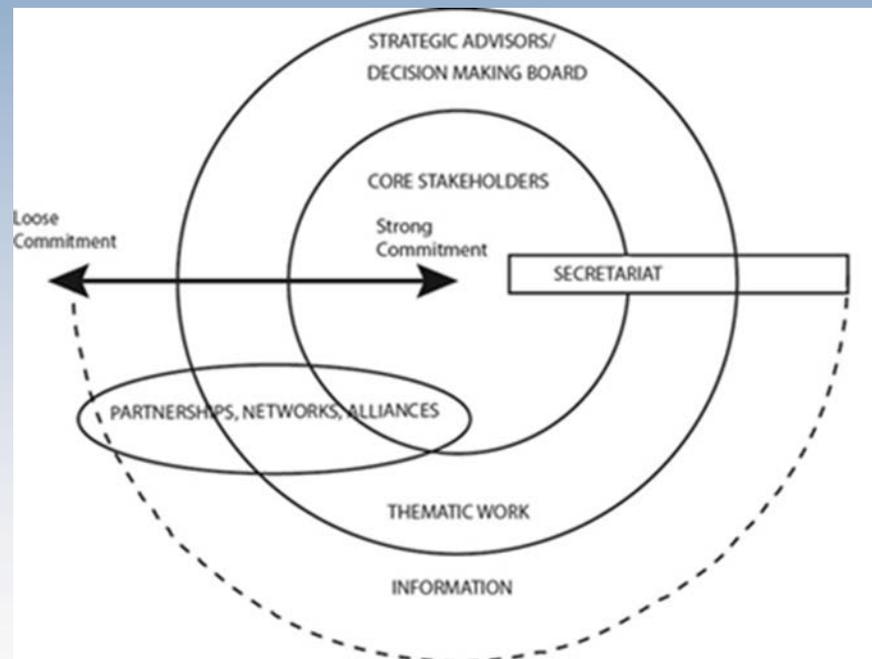
- Inclusive towards stakeholders, by providing opportunities to attach to the structure in various ways, strong or loose commitment
- A multi-level governance perspective, where vertical levels (Vertically: local, regional, national, European, global levels) and horizontal levels (Horizontally: diverse 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