

Meeting at the IKF!

Governance in Interreg

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Interact



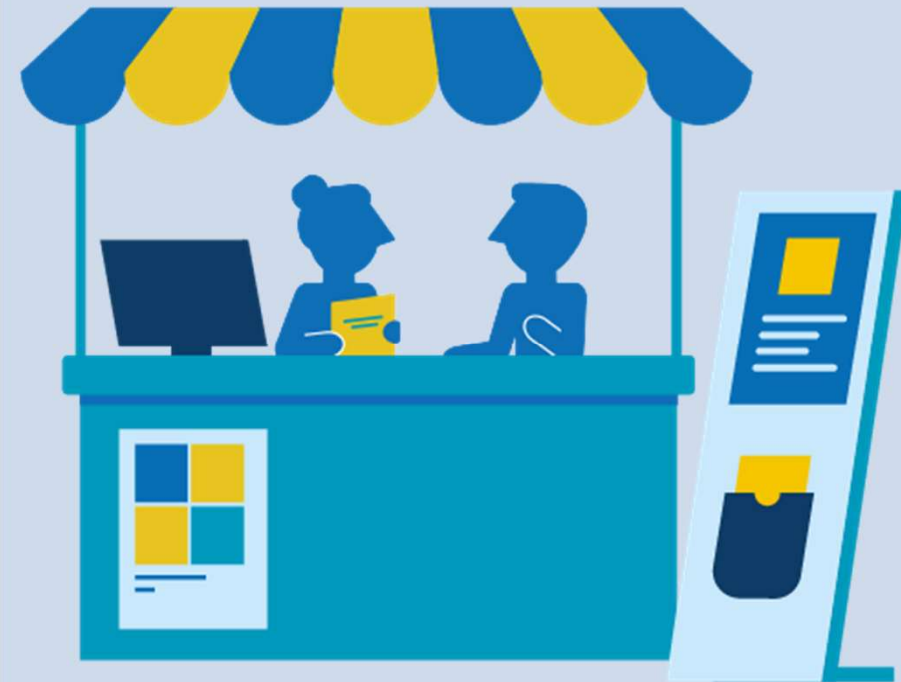
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Interreg

Welcome to the Interreg Knowledge Fair

This is a **pilot activity** for Interact, testing a new approach to our service delivery – and **whether it works for you!**

While you are here, you will be asked to **rate individual sessions** (in Whova) and to respond to a **4-question survey** at the end of each day.

Please share your feedback with us!





Why This session?

In supporting development of governance projects, some programmes provide strong guidance, i.e. top-down approach, others trust in the market and rely strongly on bottom-up approaches. Examples of anchor points for governance approaches are:

- POs posing specific requirements such as ISO 1 and PO5
- Overarching frameworks such as MRS
- Work on border obstacles

What are levers along the PLC to push for lasting governance approaches?



Governance refers therefore, to all processes of governing, whether undertaken by a government, market, or network, whether over a family, tribe, formal or informal organization, or territory, and whether through laws, norms, power, or language.

Governance differs from government in that it focuses less on the state and its institutions and more on social practices and activities.

Mark Bevir, *Governance: A Very Short Introduction*, 2012, p. 1



Government has abstract theoretical and concrete empirical uses. As an abstract theoretical concept, governance refers to all processes of social organization and social coordination [...] The more concrete empirical uses refer to changing organizational practices within corporations, the public sector and the global order. [...] there is a widespread view that processes of governing now involve more diverse actors and more diverse organizational forms.

Mark Bevir, Governance: A Very Short Introduction, 2012, p. 3

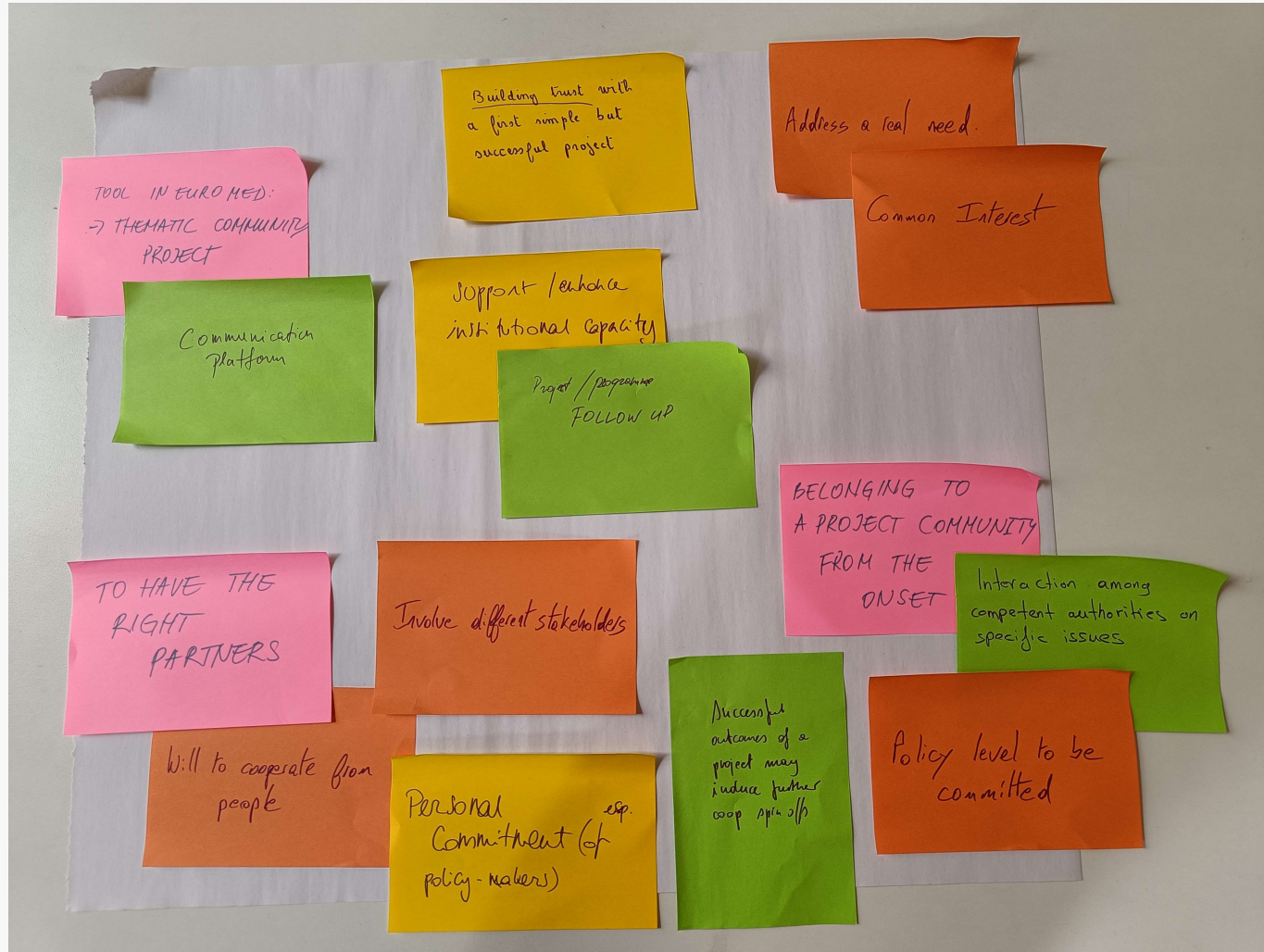
Governance: Distinctive Features

- **Combining administrative arrangements with market features** – novel forms of mixed public-private or entirely private forms of regulation are developing
- **Multi-jurisdictional and often transnational** – governance patterns combine people and institutions across different policy sectors and different levels of government
- **Increasing range and plurality of stakeholders** – also owing to the explosion of advocacy groups starting in the 1970ies, an increasing number of third party organisations to deliver state services & expansion of philanthropic organisations etc.

Governance as an increasingly hybrid, mutli-jurisdictional and plural phenomenon: Governing arrangements, different levels of governance and mutiple stakeholders are linked together in networks [...] .. processes increasingly involve hybrids that cross hierarchy, market and network embracing mutiple actors from the public, private and voluntary sectors.

Mark Bevir, 2012, pp. 5-11

Key ingredients – lasting cooperations



Key actors governing Interreg

Programme
management
MA/JS, NA, MC, NCP

Framing top down & communicating & capitalising

E.g. Operations of Strategic Importance (OSI), focusing PO (e.g. ISO 1, PO5) in the programme, taking in elements of MRS governance, work on border obstacles, targeted calls, support to development of platform projects ... and the assessment criteria!

Project beneficiaries

Response to frame, bottom-up generation of ideas

Setting up partnerships; response to guidance, need to formulate tangible result(s); often challenging to agree on longer-term agenda and financial commitment

Typology of organisational structure

	Hierarchies	Markets	Networks
Governance	Authority	Prices	Trust
Basis of relations among members	Employment	Contracts and property rights	Exchange of resources
Degree of dependence among members	Dependent	Independent	Interdependent
Conflict resolution & coordination	Rules & commands	Haggling	Diplomacy
Culture	Subordination	Competition	Reciprocity

Mark Bevir, 2012, p. 17

Networks: Some Features

Strengths in ideal case

- **Interdependence** – networks are more participatory when the actors have roughly equal resources
- **Relationships** – actors cooperate voluntarily in pursuit of mutual collaboration
- **Information** – promoting reliable and efficient flow of information, fewer rules, crossing organisational and conceptual boundaries

Challenges in reality

- **Stability** – trust does not ensure that actors will not behave opportunistically; informal nature of many networks means no effective recourse in case of infringement of rules and norms, constraints may affect dedication
- **Flexibility** – complexity might make networks inflexible, interdependence might impede change, many networks lack a centre capable of directing them - resulting in fragmentation
- **Accountability** – networks blur lines of accountability

Mark Bevir, 2012, pp. 27-29

Possibility to build closer links between EU MRS, projects and programmes



Interreg Alpine Space

Cooperatively managed and developed Alpine Region

The programme funds activities aiming to deepen cooperation and governance structures in the Alpine region. This includes, a set of activities aiming to support to EUSALP governance bodies (presidencies, executive board), Action Groups (AG) and the EUSALP Technical Support Structure (TSS), EUSALP Annual Forum, the Youth Council and stakeholder involvement. The Programme

closely cooperates with the EUSALP Executive Board in shaping and implementing this support.

Programme's **small scale projects** aiming to support the 'roll-out' (building on existing results) and 'set the scene' (developing new cooperations, exploratory activities) projects will be available to the EUSALP governance stakeholders as well (size of the projects - up to EUR 750.000).

Interreg France – Italy (ALCOTRA)

Links with the EUSALP and example actions clearly visible under each SO

ISO1 is seen as an opportunity strengthen the links between the Program and the EUSALP, in order to make the Alpine region a model laboratory for multilevel governance.

Among others the programme aims to boost the capacity of cross-border governance to

improve the legal and administrative framework and the effectiveness of interventions in the management of natural disasters and risks, but also to develop the interconnections between the governance of the ALCOTRA programme and the EUSALP.

Request for testimonials

- **Jana Habjan Courdoré**, Interreg Alpine Space
- **Christophe Ebermann**, Interreg Central Europe, JS
- **Sladjana Pesic**, Interreg IPA South Adriatic
- **Gianfranco Gadaleta**, Interreg Italy – Greece

Kindly asked to bring in the expertise from work done for Interreg Euregio Maas-Rhine

- **Pim Mertens**, University of Maastricht

We see The approaches are diverse!

- a) No one-size-fits-all approach
- b) Strongly dependent on programme context & history
- c) Many options to communicate and provide signals along the PLC to reap a good harvest – from project generation over assessment to cross-fertilisation and capitalisation

Micro Perspective

We would encourage you to reflect on the options and different approaches to governance:

- top down and bottom up approaches and
- blending the two approaches

Interreg projects are suitable set-ups to experiment on new forms of government!

From administrative perspective an Interreg project is a rather loose and flexible framework (compared to a Treaty, an EGTC etc.).

Floor is open for discussion



Talking Walls

Inviting you to share your experience along a couple of proposed themes

Role of OSI

Governance requirements related to OSIs

Blended approaches

What is required to make programme signals work on the ground, i.e. for applicants and beneficiaries?

Quality of Cooperation

How to foster QoC and make governance structures last?

Capacity building

What are the needs? How to make it work?

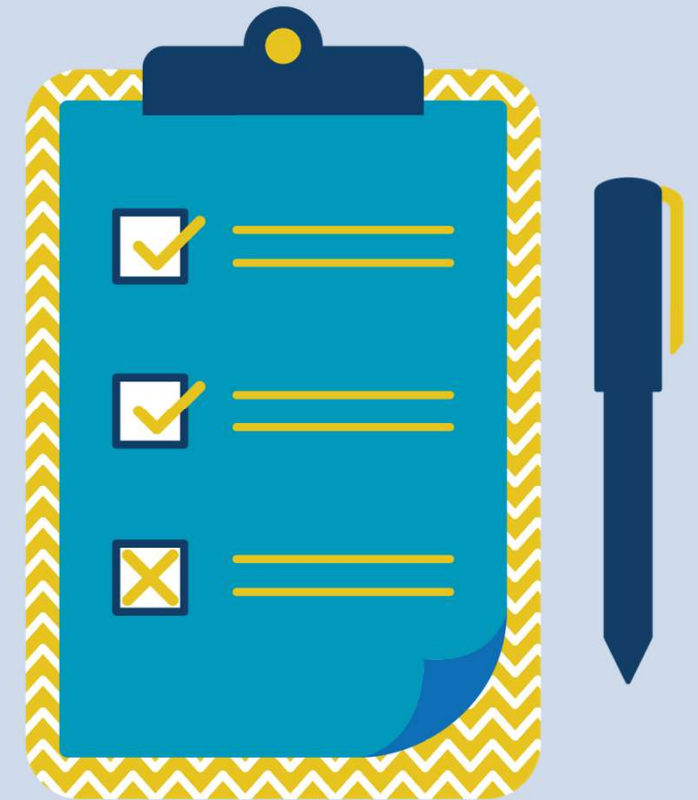
Thank you for being here!

Your opinion matters to us.

Please take a few minutes to provide us with feedback to help us improve our services.

Log into the **Whova app**, go to the **relevant session**, and tell us what you think in the **session Q&A**.

You can also talk to us at the Conference Support stand in the networking area.



Cooperation works

All materials will be available on:

[Interact / Events / Interreg Knowledge Fair \(23-25 May 2023\)](#)