

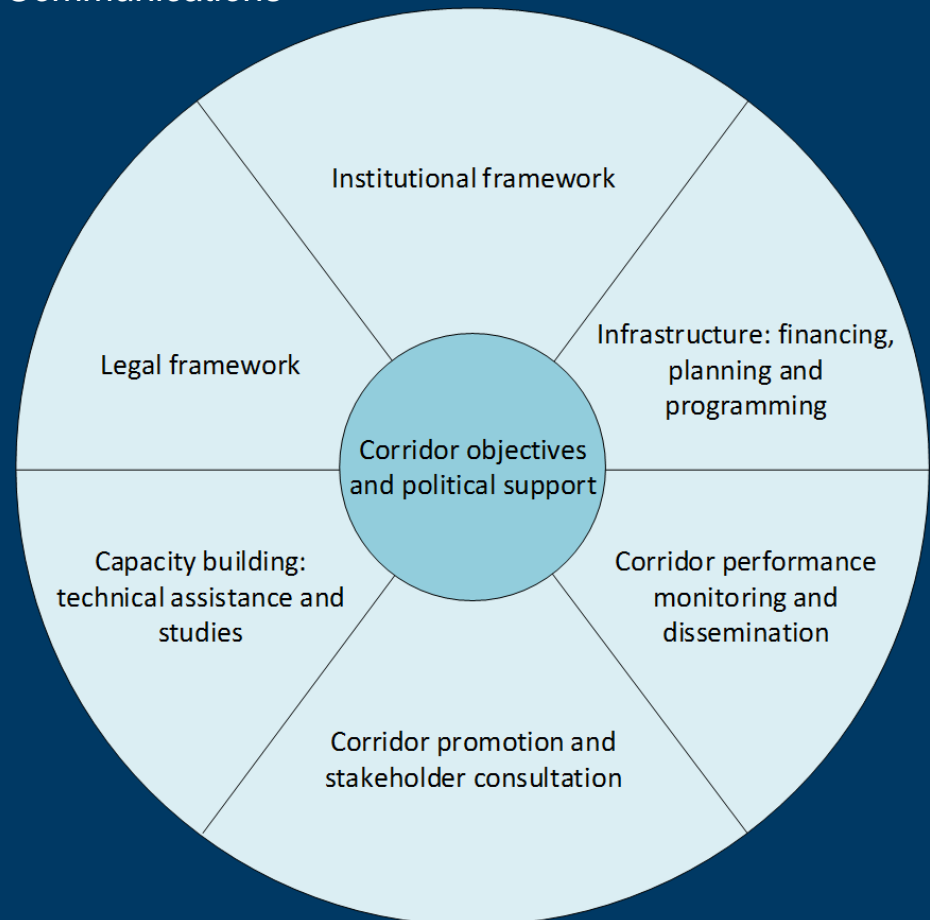
Governance of Transport Corridors – Conceptual Framework



11th meeting of the COMCEC Transport and Communications Working Group

Crown Plaza, Ankara, March 15, 2018

Geert Smit, Ecorys



Contents

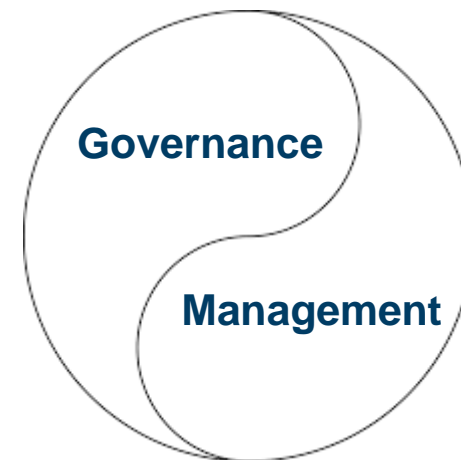


1. Scope and ambition
2. OIC study – governance of transport corridors
3. Conceptual Framework
4. International cases: TEN-T and SEETO
5. Conclusions

Scope

Transport corridor governance and management

- **Governance** deals with doing the right things.
Focus: high-level decision-making process, primarily setting strategic directions.
- **Management** concentrates on doing things right.
Focus: day-to-day administration and implementing the systems of governance.



Ambition

Why focus on governance of transport corridors?

- Transport corridors are **complex**:
 - Involving **multiple parties**: Government policy (trade and transport); infra managers (ports, roads, railways,); customs; shippers; transport operators;
 - Involving **multiple functions**
 - Involves **multiple countries**
 - Direct link to **multiple ambitions**, including trade facilitation, socio-economic development, regional integration, economic and social access, poverty alleviation, ...
- Complexity->need for sound **transport corridor governance**, making this a **critical success factor** for effective transport corridors.



OIC study

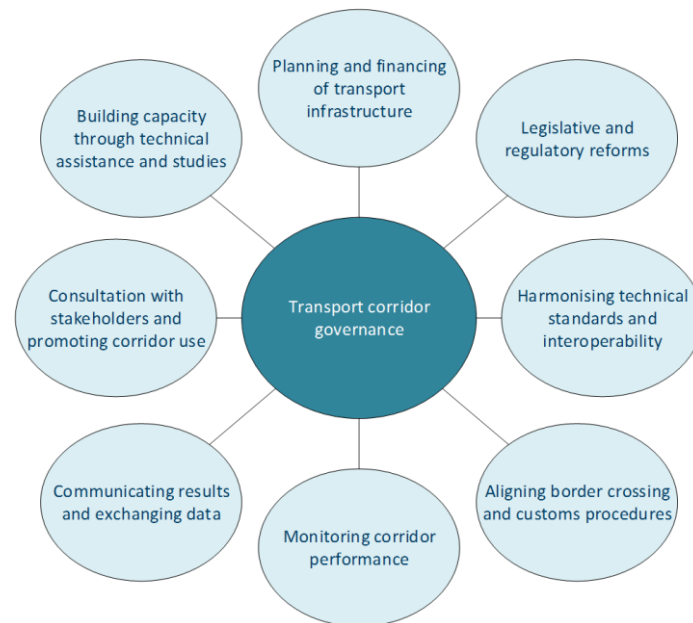
Governance of Transport Corridors In OIC Member States: Challenges, Cases, and Policy Lessons

Objective, outcome, approach and presentation results

- **Objective:** to establish a conceptual foundation on the governance of multinational transport corridors in the OIC Member States.
- **Outcome:** overview of governance practices of transport corridor in OIC countries, highlighting crucial issues and challenges, and recommendations outlining how these issues can be addressed.
- **Approach:** review of literature, international practices, case studies, survey – synthesis, reporting and presenting results.
- **Final results:** presented at the 11th Meeting of the COMCEC Transport and Communications Working Group to be held on March 15th, 2018 in Ankara, Turkey.

Conceptual framework

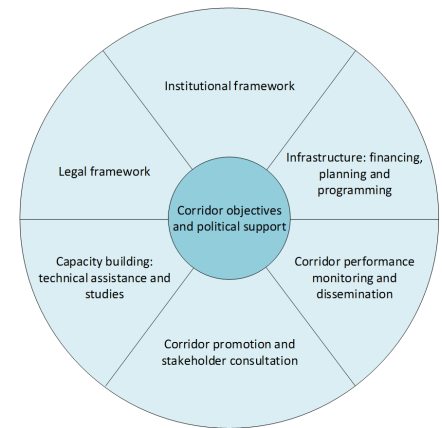
Inventory of functions of Transport Corridor Governance



1. **Planning and financing of investments** of transport infrastructure
2. Initiating and supporting **legislative and regulatory reforms**
3. Harmonising **technical standards and interoperability**
4. Aligning **border crossing and customs procedures**
5. **Monitoring** corridor performance
6. **Communicating** results and exchanging **data**
7. Facilitating and organising **consultation with stakeholders** and **promoting corridor use**
8. **Building capacity** through **technical assistance and studies**

Our Conceptual framework

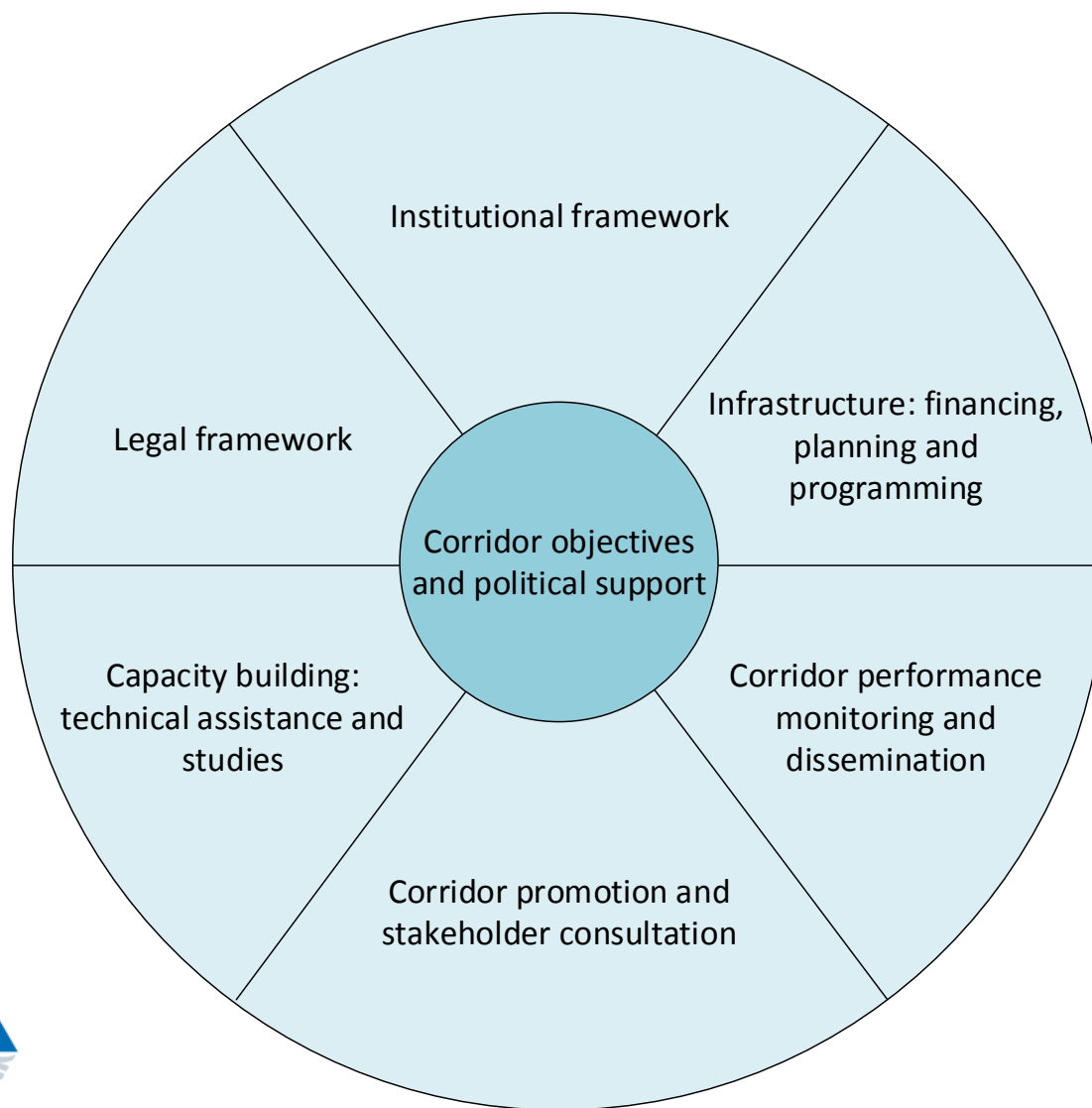
Seven Transport Corridor Governance domains



- Starting point: **inventory of functions**
- Clustering of functions into **governance domains**, which combined are conditions for effective transport corridor governance
- Governance domains are **interrelated**
- **Corridor objectives and political support** are at the heart of transport corridor governance and are leading in the way the other domains are to be organized:
 - **Legal framework**
 - **Institutional framework**
 - **Infrastructure**: financing, planning and programming
 - Corridor **performance monitoring and dissemination**
 - Corridor **promotion and stakeholder consultation**
 - **Capacity building**: TA and studies

Conceptual framework

Seven domains of Transport Corridor Governance



Our Conceptual framework

Seven Transport Corridor Governance domains-1



Governance domain	Elements included
(1) Corridor objectives and political support	<ul style="list-style-type: none">• Objectives of transport corridors: primary and secondary. The defined corridor objectives strongly affect the other six governance domains;• Transport corridors are included in national strategies and plans, as an indication of political support.
(2) Legal framework	<ul style="list-style-type: none">• The legal basis of the corridor (MoU, treaty) and the extent to which the agreement is binding;• Harmonisation of (legal) systems and procedures;• Mutual recognition of systems and procedures.
(3) Institutional framework	<ul style="list-style-type: none">• Organisation and characteristics, including presence of a corridor secretariat;• Involvement of stakeholders, including private sector and local government.

Our Conceptual framework

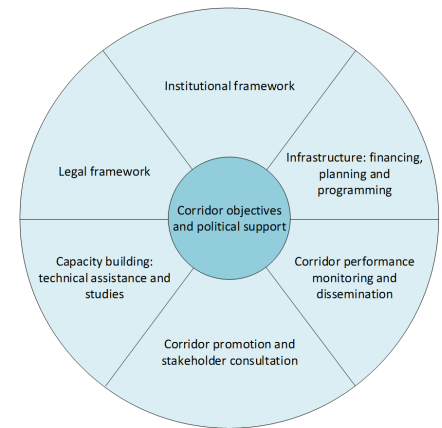
Seven Transport Corridor Governance domains-2



Governance domain	Elements included
(4) Infrastructure	<ul style="list-style-type: none">• Sources of finance available to effectively ensure governance of transport corridors;• Planning and programming of infrastructure (corridor vs national level).
(5) Corridor performance: monitoring and dissemination	<ul style="list-style-type: none">• Measuring corridor performance, clear KPIs defined;• Monitoring system to measure corridor performance;• Dissemination and making data and statistics publicly available.
(6) Corridor promotion and stakeholder consultation	<ul style="list-style-type: none">• Promoting the corridor, by providing publications and organising events;• Consultation of stakeholders on a regular basis.
(7) Capacity building: technical assistance and studies	<ul style="list-style-type: none">• Build capacity by providing technical assistance and implement studies.

Our Conceptual framework

Seven Transport Corridor Governance domains

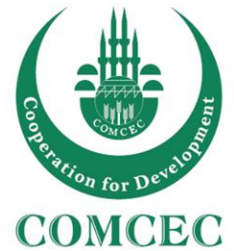


- The seven governance domains have been used to **systematically review the corridor governance** of both the international corridors (TEN-T and SEETO) and the seven defined OIC corridors.
- The domains are also used to **structure the desk research and the survey**.
- Finally, the domains are used to identify **lessons learned and define recommendations**.



Conceptual framework

Levels of Transport Corridor Governance



- Transport corridor governance systems show **great variations**.
- Having said so, **different levels** of governance can be distinguished with similar characteristics:
 - Level 1: **Information exchange**
 - Level 2: **Coordination**
 - Level 3: **Cooperation**
 - Level 4: **Integration**



Conceptual framework-1

Leading principles and legal basis



Information	Coordination	Cooperation	Integration
Leading principle: Exchange of information to facilitate corridor performance	Leading principle: Increased level of coordination	Leading principle: A coordinated approach, working closer together, joint systems	Leading principle: Integration of systems and working arrangements
Legal basis: weak and developing in terms of bilateral and sub-regional agreements	Legal basis: maturing, with focus on harmonization of regulations and standards	Legal basis: further developing, with mutual recognition (inspections, certificates, etc)	Legal basis: a common and integrated legal basis

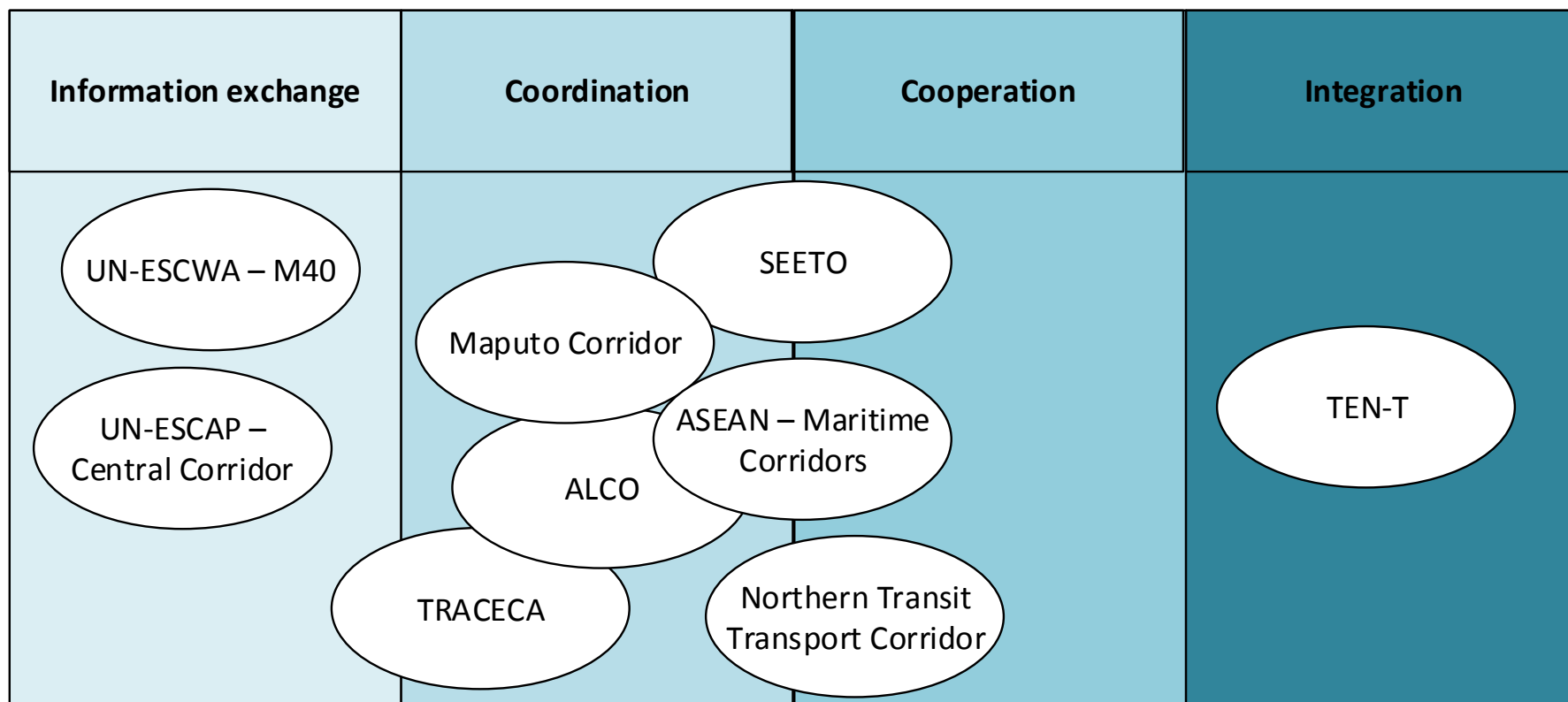
Conceptual framework-2

Institutional setting, funding and planning of infra, monitoring



Information	Coordination	Cooperation	Integration
Institutional setting: developing, for example joint working groups, regional workshops	Institutional setting: developing, more formal structures, for example observatories	Institutional setting: further developing, for example corridor coordination committees	Institutional setting: integrated, for example corridor authorities with responsibility for the full corridor
Financing and planning of infrastructure: informing, no dedicated funds available	Financing and planning of infrastructure: coordination, joint projects	Financing and planning of infrastructure: cooperation, emerging of joint earmarked funds	Financing and planning of infrastructure: integrated planning and prioritization, dedicated funds available
Monitoring performance: selected data is exchanged, no standards or formats	Monitoring performance: more coordinated effort in exchanging data, with more harmonized standards	Monitoring performance: further integration, for example in joint publications.	Monitoring performance: integrated systems for data collection and management and publication

Conceptual framework-examples of existing corridors



Cases: trans-European transport network (TEN-T)





Cases: trans-European transport network (TEN-T)



Objectives and political support

The TEN-T shall strengthen the **social, economic and territorial cohesion** of the Union and contribute to the creation of a **single European transport area** which is **efficient and sustainable**, **increases the benefits for its users and supports inclusive growth**.

It shall demonstrate European added value by contributing to the objectives laid down in the following four categories:

1. **Cohesion**
2. **Efficiency**
3. **Sustainability**
4. **Increasing the benefits for its users**



Cases: trans-European transport network (TEN-T)



Legal framework

- Specific regulations on TEN-T guidelines were established in 1996, and adjusted in 2004, 2010 and 2013.
- **EU REGULATION 1315/2013:** Union guidelines for the development of the trans-European transport network, based on a more integrated approach, with a heavier focus on multimodal transport – departing from the project-based approach as TEN-T has been since the 1990s. The new TEN-T policy consist of two objectives:
 - The **Core Network**, a redefinition of the 30 priority projects into nine transport corridors, based around multimodal key nodes in European transport infrastructure, and expected to be finished in 2030.
 - The **Comprehensive Network**, an continuation of the idea of a network covering all of Europe, expected to be finished in 2050.

Cases: trans-European transport network (TEN-T)



Institutional framework

- **Leading institution:** The Innovation and Networks Executive Agency (INEA) is the successor to the Trans-European Transport Network Executive Agency (TEN-T EA), which was created by the European Commission in 2006 to manage the technical and financial implementation of its TEN-T programme. INEA first entered into operation on 1 January 2014.
- **Corridor coordinators:** The coordinators will be responsible for coordinating priority transport projects, helping to remove bottlenecks, upgrade infrastructure and streamline cross-border transport operations for passengers and businesses. They report back to the European Commission. They are supported by corridor advisors and a team of consultants.
- **Corridor fora:** periodic CNC meetings with Member State representatives, as well as selected additional stakeholders.

Cases: trans-European transport network (TEN-T)

Organisation – corridor coordinators



Carlo Secchi
Atlantic



Mathieu Grosch
Orient - East Med



Kurt Bodewig
Baltic Adriatic



Pawel
Wojciechowski
Rhine-Alpine



Laurens Jan
Brinkhorst
Mediterranean



Karla Peijs
Rhine-Danube



Catherine
Trautmann
North Sea-Baltic



Pat Cox
Scandinavian-
Mediterranean



Péter Balázs
North Sea-
Mediterranean



Brian Simpson
Motorways of the
Sea



Karel Vinck
European Rail
Traffic Management
System



Cases: trans-European transport network (TEN-T)



Infrastructure: funding of TEN-T

- Some **500 billion EUR** of investment is required for projects necessary for the implementation of the TEN-T in the current EU programming period (**2014-2020**).
- By **2030**, the completion of the TEN-T Core Network Corridors alone will require approximately **750 billion EUR** worth of investments.
- The largest percentage of this amount will come from the **national budgets of Member States**.
- **EU funding instruments**, including grants, will form another significant contribution:
 - The Connecting Europe Facility (**CEF**): **22.4 billion EUR** (2014-2020)
 - The European Fund for Strategic Investment (**EFSI**): **21 billion EUR**
 - **Horizon 2020**: **6.3 billion EUR** (2014-2020)
 - The European Structural and Investment Funds (**ESIFs**): **70 billion EUR** (CF, ERDF)

Cases: trans-European transport network (TEN-T)



Monitoring - TENtec

TENtec, the TEN-T monitoring system, was established in the 2000s. TENtec has two tasks:

1. The **collation of technical, geographical and financial data** to be used to inform policy-making and political decision-making processes related to TEN-T and its associated funding programme.
2. Providing **technical support to INEA**. The core TENtec modules deployed to facilitate this process are eSubmission services, Action Status Report, Project Follow-Up, Evaluation and Grant Agreement.



Cases: trans-European transport network (TEN-T)

Promotion

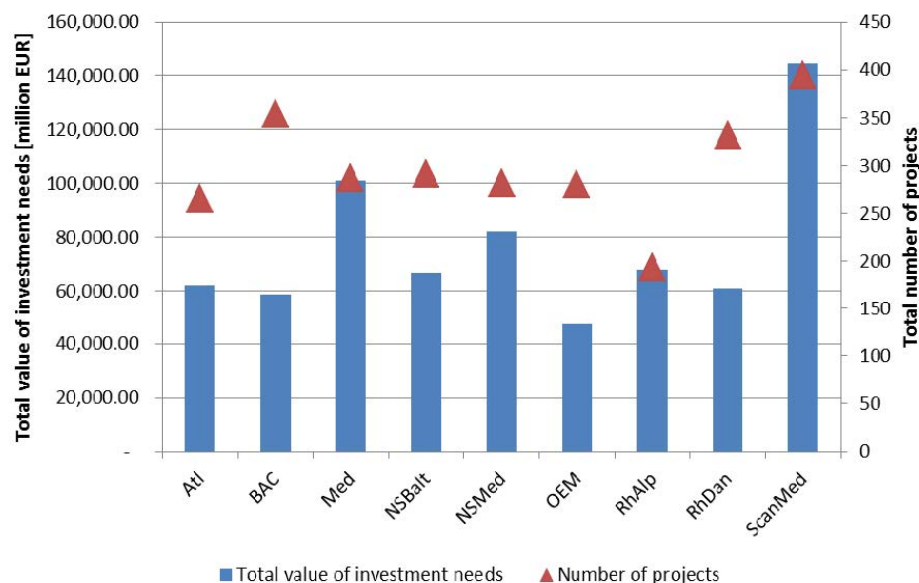


Cases: trans-European transport network (TEN-T)



Capacity building: TA and studies

- Core network corridor support studies: now the third tranche has been procured.
- Substantial budgets are made available: 4.5 million; 9.0 million and 6.3 million EUR.
- A series of horizontal studies: MoS, ERTMS, TENtec; costs of non completion; evaluation; impact assessment.
- Support at Member State level.



Cases: TEN-T

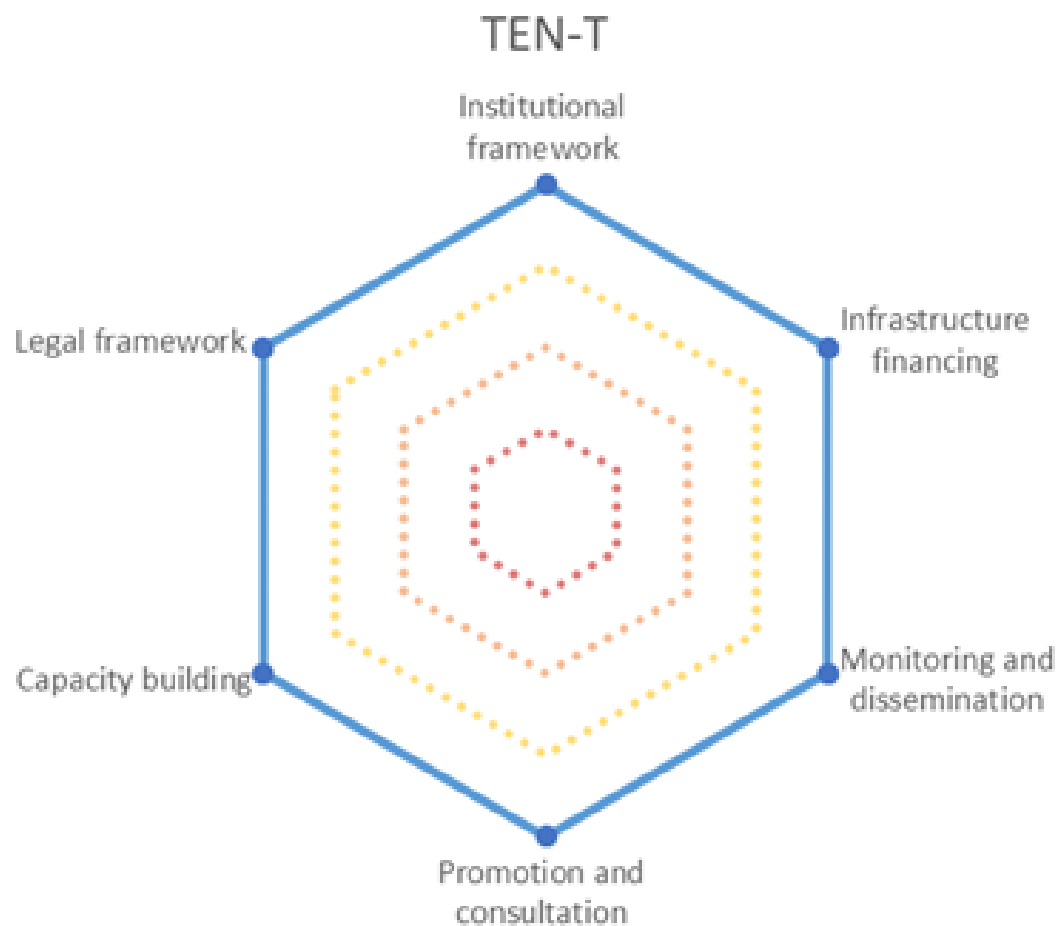
Functions of Transport Corridor Governance



Transport corridor governance functions	Level
1) Planning and financing of transport infrastructure	EU funding instruments and corridor plans
2) Legislative and regulatory reforms	REG1315 – TEN-T
3) Harmonising technical standards and interoperability	Included in REG1315
4) Aligning border crossing and customs procedures	Included in REG1315
5) Monitoring corridor performance	TENtec
6) Communicating results and exchanging data	Annual report
7) Consultation with stakeholders and promoting corridor use	Corridor fora and working groups
8) Building capacity through technical assistance and studies	Constant support studies (9+2)

Cases: TEN-T

Assessment of the seven governance domains



Colofon:

Information exchange

Coordination

Cooperation

Integration

Cases: trans-European transport network (TEN-T)



Lessons learned-1

- TEN-T consist of a clear system based on two pillars that separates ordinary transport investments (the **comprehensive network**) from priority investments (the **core network**);
- Priority investments are targeted at the **nine core network corridors**, which represent the most crucial transport routes in Europe;
- TEN-T policy and its governance structure have a high influence on its member states. This facilitates transport development for the '**common European good**' rather than national oriented investments;
- To ensure effective development of the nine corridors, a dedicated **corridor coordinator** is appointed to each corridor, focused on coordination and dialogue with all the actors involved and to ensure plans are transformed into action.

Cases: trans-European transport network (TEN-T)



Lessons learned-2

- There is an advanced system of **monitoring the performance** of TEN-T. The annual published **corridor action plans**, the **KPIs**, the geographical information system **TENtec** contribute to monitoring performance. This monitoring system has led to a revision and more efficient TEN-T in 2013;
- **Funding** is available for development of the TEN-T programme, TEN-T's transport projects are established based on the principle of **co-funding**, meaning there is a high incentive to incorporate all relevant stakeholders (national- and local governments, and private parties), as early in the governance process as possible.



Cases: South East Europe Transport Observatory (SEETO)



SEETO Comprehensive Network



Cases: SEETO

Functions of Transport Corridor Governance



Transport corridor governance functions	Level
1) Planning and financing of transport infrastructure	Supporting role
2) Legislative and regulatory reforms	Ambition in MoU
3) Harmonizing technical standards and interoperability	Part of MoU
4) Aligning border crossing and customs procedures	Part of MoU
5) Monitoring corridor performance	SEETIS
6) Communicating results and exchanging data	Annual reporting
7) Consultation with stakeholders and promoting corridor use	Partly, e.g. through working groups
8) Building capacity through technical assistance and studies	Included in Action Plan

Cases: SEETO

Lessons learned



- SEETO has **developed over time** (after signing the MoU in 2004) into an established regional organisation with a well-functioning governance structure. Support from an **international organisation** has been important to kick-start SEETO's development.
- SEETO proves that a **strong common transport (corridor) agenda**, which connects countries and shares a joint ambition to be connected to the TEN-T, provides a strong basis for collaboration.
- A solid **MoU and a clear institutional structure**, with a concise yet effective **secretariat**, in parallel with well-developed governance aspects, such as a **dedicated monitoring system**, periodic reporting and a link to **infrastructure financing**, provides the basis for corridor governance in line with needs of the participating countries.

Conclusions

Related to the conceptual framework and cases

- **Governance is key** to a well-functioning transport corridor.
- The conceptual framework consists of **seven, closely interrelated governance domains**, with a central place for corridor objectives and political support.
- The conceptual framework presents **four corridor governance levels** (information exchange, coordination, cooperation, integration) which are **dynamic** in place and time.
- **Governance domains** are applied differently per transport corridor, depending on a range of factors (funding availability, maturity).
- Governance of transport corridors may **develop in time**, see for example TEN-T or TRACECA.