Scandria®-Corridor Status Report "Initial Status Report – Status of Co-operation"

Interreg Baltic Sea Region Project #R032 "Sustainable and Multimodal Transport Actions in the Scandinavian-Adriatic Corridor"

Work Package	WP4 – Scandria®-Corridor Governance
Activity	WP 4.1. Strategic Scandria®-Corridor Development
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List of Figures

Index

Executive Summary

The overall objective of work package 4 is to examine the implementation of Scandria®-Alliance, a Multi-level Governance mechanism that link and involve relevant stakeholders as well as to provide for a permanent communication platform. Scandria®-Alliance, a bottom-up governance mechanism, will mainly support the EU TEN-T policy on core network corridor Scandinavian-Mediterranean Corridor and Scandinavian-Adriatic Corridor, also known as Scandria®-Corridor and is part of Scandinavian-Mediterranean Corridor.

This initial status report provides for an extensive analysis of various institutions with different multi-level governance mechanism and structural models (see chapter 2 and 3), thus providing for a basis to start discussion on how to set-up the Scandria®-Alliance.

Although at the beginning of the analysis phase it was intended to limit the number of institutions, it emerged during the course that there is a need to include further institutions with different multilevel governance mechanism to guarantee that all structure models have been examined.

In chapter 2.1, the report gives an overview regarding the current situation and developments of the Scandria®-Corridor including the most important achievements. Also, this chapter states the already envisaged structure for "Scandria®-Alliance based on the previous Action Programme on the Development of the Scandria Corridor 2030.

Chapter 2.2 highlights the main aspects which should be determined in order to set-up the appropriate governance mechanism. Furthermore, the chapter describes the main three structure model of multi-level governance.

Chapter 2.3 provides a comparative analysis of main criteria that need to be discussed and agreed upon with respect to regional cooperation, in general, and with respect to the structural models of multilevel governance, in particular.

Chapter 2.4 provides insights and benchmark analysis of institutions with different multi-level governance mechanism, which can be used to illustrate the establishment of Scandria®-Alliance.

Chapter 2.5 illustrates and provides an overview of membership organizations of the selected Scandria®2Act Partners, namely the Skåne region, Örebro County, Eastern Norway County Network (including Akerhus County, City of Oslo), Helsinki-Uusimaa regions and the City of Turku.

Finally, chapter 3 describes the next steps that should be considered in order to establish the Scandria®Alliance.

1   Introduction

Scandria®2Act backs on strategic projects with more than 10 years of continuous cooperation between the Scandinavian and North – East German regions. The transnational project approach follows an initiative and action plans of regions located along the Baltic Sea Region and stretches to the Scandinavian-Mediterranean Core Network Corridor[1].

The main objective of Scandria®2Act is to improve and foster the sustainable and multimodal transport of freight and passengers with special attention on spatial development in order to increase the connectivity and competitiveness of corridor regions whilst reducing environmental impacts caused by freight and passenger transport.

With a view to better focus on these objectives, the Scandria®2Act Partners jointly agreed to strengthen their collaboration with public and private stakeholders and enhance action plans and developments within the field of multimodality and clean fuel deployment. Scandria®2Act-partners also concluded a cooperation agreement called "Joint Commitment" to coordinate the implementation of the Interreg Baltic Sea Region Programme projects NSB CoRe, Scandria®2Act and TENTacle with the projects partners of NSB CoRe and TENTacle.[2]

An integrated multi-level governance between national, regional and local public authorities as well as business organisations in the member countries, which would ensure a durable and coordinated cooperation, is considered key to achieve the transnational objectives of Scandria®2Act in the long run. This was already agreed in 2012 based on the Scandria® Action Programme containing the Vision 2030 and in collaboration with the applied TransGovernance Project.

In this respect, the success of a Scandria®-Governance mainly depends on the relevance and attention the political decision makers in the regions will give to the multi-level governance organisation. In order to base the agreement on certain technical aspects, from which further initiatives and long lasting mutual coordination of policies can develop, a focus is laid on the deployment of action plans that should be carried out in close coordination with any such on-going policy formulation and/or the development of legal provisions at national or EU level. This will ensure coherence, efficiency and promote sustainable and multimodal transport.

This report is based on a pragmatically-oriented analysis and a practical exploration and disregards academic research. Such an approach enables to enrich the partners with the sufficient practical information concerning the set-up of a Scandria®-Alliance and its multi-level governance system.

2   Multi-level Governance – An Extensive Analysis

Multi-level governance describes a system made of a structure and a process for the continuous coordination among relevant governance levels of the type "public authorities" and may include private enterprises as associate members at different tiers. It aims to improve the collaboration of all relevant actors within the corridor regions in order to ensure an efficient policy-making and implementing at EU, national, regional and local level.

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[1] The Core and Comprehensive TEN-T Networks as well as the Core Network Corridors are defined in the TEN-T Guidelines – Regulation (EU) 1315/2013 and 1316/2013 respectively.

[2] The "Joint Commitment" was signed on 13.04.2016.

2.1 Scandria®-Corridor – The Current Situation

Multi-level governance systems between public authorities in member states are already in place in the context of transnational projects. They vary in structure, objectives, organisational complexity and the level of commitment.

In recent years several milestones were achieved within the Scandria® Corridor project:

- "**Scandria® Berlin Declaration for the Scandinavian-Adriatic Corridor**", signed in Berlin in September 2010 by 17 institutions;
- "**Action Programme on the Development of the SCANDRIA Corridor, 2030 vision and action proposals**", which is one deliverable of the Scandria® project of the year 2013 and deals with the modalities of corridor cooperation;
- "**Joint Commitment between TENTacle, NSB CoRe and Scandria®2Act" t**o coordinate the implementation of the Interreg Baltic Sea Region Programme projects, signed in April 2016;

The Scandria®-Corridor project identified the importance of establishing a multi-level governance platform that takes care of coordinating, implementing and further qualifying the Scandria Action Program, involving stakeholders from European, national, regional and local level as well as from business, science and politics.

The same document also suggests the structure of the envisaged "Scandria®-Alliance" consisting of:

- *the Scandria Alliance Coordination Board*, a coordinative body at working and strategic level;
- *the Scandria Policy Forum*, a policy platform;
- *the Scandria Alliance Work Groups* at expert level addressing relevant thematic issues.

The Scandria Alliance Coordination Board is to be responsible for coordinating the Scandria Alliance organisation. It shall ensure the communication between all stakeholders via a Web Portal and publish newsletters, initiate thematic projects and develop the organisational and financial framework. One of the main tasks is to organise the annual Scandria Policy Forum. It shall be a political event with flexible thematic focus providing a platform for political representatives from all levels.

If required, the Scandria Alliance Work Group prepares and realises joint thematic actions. The Working Group shall organise events addressing different but relevant thematic issues such as:

- Governance (e.g. European / National transport policies);
- Logistics (e.g. unit-trains, innovative transhipment technologies);
- Railways (e.g. freight and passenger rail infrastructure projects, interoperability);
- Green Corridor (e.g. alternative fuels and propulsion technologies like biogas or e-mobility);
- Economic cooperation (e.g. cluster cooperation).

In order to ensure a continuous and transparent information flow between all relevant stakeholders, a web-based communication platform has already been established under www.scandria-corridor.eu.

The Scandria®-Alliance should also serve as a platform for receiving funds for flagship projects or ongoing projects by European Transnational Cooperation, Horizon 2020 and/or Connecting Europe Facility.

The previous **TransGovernance Project** [3] has already applied a multi-level governance approach. It aimed to initiating a stakeholder management process and identifying joint synergy potentials between several initiatives and action plans, which were addressing transport and regional development in the Scandria®-Corridor.

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[3] For more information see www.transgovernance.eu

Nine thematic and regional workshops organised by relevant stakeholders from private and public organizations took place in 2013 and 2014. Different ideas and issues were raised and discussed. The project elaborated a multi-level governance position paper and a theoretical framework report highlighting the interest for cooperation among stakeholders and the need of multi-level governance.

Various workshops were organised and some more are planned for 2017. The main output of these workshops, besides other strategic conclusions, was the establishment of the Scandria®-Alliance, providing a regionally and transnational corridor platform, complementary to corridor platforms at the European level and providing efficient interfaces to the Scan-Med Core Network Corridor Forum. The regional workshops came to the following main conclusions:

- Major governance gaps do exist at the interface between national governments and regional stakeholders (public and private) across borders;
- Corridor approach interacts in many ways with regional transport systems or regional development issues such as urban nodes, logistics facilities, airports, ports and intermodal terminals, clean fuel and their infrastructure;
- Regions tend to focus on their specific interests and not the entire corridor and thus lack of coordination with a broader corridor context;
- Regional cooperation initiatives need to be anchored politically for better lobbying of politically wanted and technically needed infrastructure and service improvements.

In the BSR TransGovernance and Scandria®-Project, all relevant partners agreed that the Scandria®-Alliance should be set up as an agreement-based cooperation between regional stakeholders. However, this was not the exclusive and final decision as further discussions took place and exchanged upon an EGTC[4] structure model.

2.2   Structure Models – A General Overview

The following structure models for establishing a multi-level governance mechanism have been analysed:

- Forum Rotating Core Group (informal agreement)
- Agreement-based cooperation (written contract with a detailed Statutes) and
- EGTC – European Grouping of Territorial Cooperation (entity with legal personality under European law)

Since the Scandria®2Act-Partners have already extended their collaboration beyond a level of informal agreement they do not consider the above first model as a realistic option for an improved cooperation. The 2013 TransGovernance report concluded that the two other models preferentially should be taken into account. The majority of stakeholders advocated the agreement-based cooperation. It is widely applied by project initiatives in Europe. It is flexible and easy to establish and enables a strong commitment but requires a consensus process amongst stakeholders.

The EGTC is an entity with legal personality under the European law. Its main objective is to facilitate and promote territorial cooperation with a view to strengthening the Union's economic, social and territorial cohesion. It is made up of public entities (Member States including outermost regions, national

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[4] EGTC stands for European Groupings of Territorial Cooperation which are set up to facilitate cross-border, transnational and interregional cooperation between Member States or their regional and local authorities. EGTCs enable these partners to implement joint projects, exchange experience and improve coordination of spatial planning. The legal background is set in Regulation (EU) 1302/2013.

regional and/ or local authorities and other public-law bodies). The EGTC also enables the participation of entities from non-EU countries if they are adjacent to a Member State involved or part of a joint cross-border, transnational or sea-basin programme.

Each EGTC is governed by its convention, which describes the tasks and competencies, roles and responsibilities of its organs, duration, dissolution, liabilities and rules for its budget. The legal basis for the EGTC is the Regulation (EC) No. 1082/2006 amended by Regulation 1302/2013 as well as the national law of the Member State, in which it is registered.

Though administrative efforts are required to set up an EGTC this model provides a legislative negotiation position at national and EU level as well as towards international financial institutions. As a legal entity the EGTC can also acquire property and employ staff.

All stakeholders have to agree on the common objectives and tasks and, if required, performance-based targets to be achieved within a defined period of time. The management team is responsible for operating the EGTC and identify thematic areas. It is of major importance that associations, which are established based on a formal cooperation model, maintain a level of accuracy and continuity in running the business operation. It mainly depends on the project vision, political support and the local or regional economic and social benefits.

2.3   Comparative Analysis – Structure Models and Main Criteria

The following table provides a comparative analysis of the main criteria that need to be discussed and agreed upon with respect to regional cooperation, in general, and with respect to the structural models of multi-level governance in particular.

Figure 2-1: Overview of the main criteria for establishing the appropriate Multilevel Governance

Criteria	Forum/Conference with rotating Core Group (informal agreement)	Agreement-based cooperation	European Grouping for territorial cooperation (EGTC)
Need for cooperation	General need of stakeholders is required for cooperation Agreement in any individual case required	Single need is sufficient to establish the cooperation Agreement in any individual case required	General need is required which justifies to set up the organisation, e.g. historic and cultural relationship, tradition, necessity to work on and coordinate joint strategies and measures for areas of common interest
Vision, Mission (objectives)	Vision: short- and mid-term Mission: Same as EGTC, but no legal body and therefore less convincing in lobbying of interests Only members and associate members can participate in projects of common interest	Vision: short- and mid- term Mission: Same as EGTC, but no legal body and therefore less convincing in lobbying of interests Only members and associate members can participate in projects of common interest	Vision: short-, mid- and long-term Mission: Facilitate and promote cross-border, transnational and/or interregional cooperation, hereinafter referred to as 'territorial cooperation', between its members as set out in Article 3(1) of Regulation (EC) No 1082/2006, with the exclusive aim of strengthening economic and social cohesion Coordination of strategies in the fields of (cross border) mobility of passengers and goods, in particular multimodal transport and clean fuels Support of the interests of their members towards national and European institutions and programmes
Tasks	Same as EGTC, but no "formal" representation of the members	Same as EGTC, but no "formal" representation of the members	"Formal" Representation of the members in international institutions Agreement and implementing of projects of common interest Carrying out joint projects Exchange of experience (good-practice solutions) among members Communication of joint achievements and progress made by the members Establishment of thematic working groups Socializing among members to foster and promote cooperation Extend the partnership regionally, institutionally or thematically

Criteria	Forum/Conference with rotating Core Group (informal agreement)	Agreement-based cooperation	European Grouping for territorial cooperation (EGTC)
Territorial boundaries	Flexible: regional, national, cross-border, transnational	Flexible: regional, national, cross-border, transnational	Flexible: at least from two Member States, cross-border, transnational and/or interregional Along entire territory of members, should be in line with TEN-T Core Network Corridors to have a stronger impact
Members	Flexible, open for new "associate" members (public authorities and private institutions, especially from diverse industries)	Flexible, open for new "associate" members (public authorities and private institutions, especially from diverse industries)	Public Authorities responsible for territorial development, i.e. Member States, regional authorities, local authorities and bodies governed by public law
Applicable law & regulation	Not required	Not required but recommended	The law of the country of registration Regulation (EC) No. 1082/2006, amended by Regulation 1302/2013
Place of registration	Not required; could change if a "rotating secretariat" is agreed upon	Not required; could change if a "rotating secretariat" is agreed upon	Organisation must be registered at least at the place of one of the members
Finance	Depends on agreement, in most cases no own budget Contribution by providing own personnel	Depends on agreement, in most cases own budget Contribution by providing own personnel Contribution to compensate costs of secretariat or travel and hosting costs, possibly backed on a project to bear risks Contribution either equally or by size (e.g. area, population, GDP) or by interest in the agreed vision	Own budget Annual fees from the Members Stable finance over long period National or European funds or grants and other contributions Contributions for project-related activities Contribution generally equally shared
Liability	No liability except for declarations to be signed upon	Members are liable only for their own part	Members are liable for all activities if funds of the EGTC are not sufficient
Duration	Mid-term; regular renewal	Short – to mid-term (5 years)	Mid- to long term (10 years)
Working Methods	Depends on agreement Exchange/transfer knowledge through workshops and conferences Strengthen cooperation between members and stakeholders through projects and	Depends on rules Decisions mainly are taken by General Assembly; daily business is operated by Managing Director Meetings on thematic fields	Decisions are taken by General Assembly (responsible for general strategy and annual work plan) Conduct surveys and proposals on several topics Strengthen cooperation between members and stakeholders with pro-

Criteria	Forum/Conference with rotating Core Group (informal agreement)	Agreement-based cooperation	European Grouping for territorial cooperation (EGTC)
	initiatives Regular meetings of core thematic working groups Create campaign and action plans	Conduct surveys and proposals on several topics Position papers on topical issues	jects Position papers on topical issues Directing funds to corridor-related activities Apply for new EU-funded projects
Organs	Administrative high level representatives Core group of active members depends on thematic working areas	Similar to EGTC	General Assembly of all members Nominated representatives of the Members, e.g. at the level of Ministers, State Secretaries, Mayors Eventually Members of Parliaments Minimum: one director who represents the EGTC legally, Supervisory Board: Ministers, one being elected for president (or Director) for a time period Management Board: Heads of unit from Member Organisations; the secretariat general (Directorate) is allocated to the member that has the chairmanship for the same period The secretary general may also be appointed externally Supporting secretariat by one of the members or own personnel
Personnel	Rotating staff of members Member's personnel contribution could range from 5% to 30% employment (project-oriented)	Staff of the members, no own personnel Member's personnel contribution could range from 5% to 100% full-time employee	Staff of the members plus personnel employed by EGTC
Languages	English or selected languages of the members	English or selected languages of the members	English or selected languages of the members

2.4 Benchmark Analysis – Status of Organisations with different Multi-Level Governance Structures (Good practice)

The strategic projects co-funded by Interreg and facilitated through the EU Baltic Sea Strategy and action plans have resulted in numerous stakeholder communication platforms and workshops. They aim at discussing common issues and solutions on different topics. Moreover, they ensure establishing and harmonising several measures and initiatives and facilitating and promoting territorial cooperation among members and regions.

The following section provides an insight into ten selected organisations with different multi-level governance structures. It is designed to identify good practice solutions, which might be adopted for the Scandria®-Alliance, and also display less suitable approaches.

2.4.1 Initiative of European Metropolitan Regions in Germany – IKM

2.4.1.1 Purpose

The IKM (Initiativkreis Europäische Metropolregionen in Deutschland) was established in 2001 by 11 German metropolitan regions. The cooperation aims to representing common interests, lobbying and developing a spatial strategy in a European and macro-regional context.

Its core focus is to provide for strategical dialogue and to turn the metropolitan regions into dynamic knowledge-based economies. The initiative has no legal entity and operates within a flexible and lean multi-level administrative structure.

Figure 2-2: Initiative of European Metropolitan Regions in Germany, IKM

Source: IKM

2.4.1.2 Thematic Scope

The initiative is characterised by its working areas, which are led by a single or two members. The thematic working areas are:

- Concepts and strategies spatial planning and development (Core Focus);
- Europe;
- internationality;
- transport and mobility;
- knowledge, innovation and education;
- monitoring;
- governance.

The working group area "Transport and Mobility" is responsible for improving the quality interfaces of the transport modes between the metropolitan regions in Germany. However, as the regions have different priorities and policy commitments, it is obvious that not all members have the same thematic focus. The intensity of cooperation therefore can vary from region to region.

2.4.1.3   Location and Organs

Its secretariat is shared between 11 German metropolitan regions with a rotating office and formalized by rotating chairmanship. The strategic work plan and the budget must be approved by all members. In the case of strategic decisions, which may imply financial aspects, members nominate team members with appropriate competencies to prepare and formulate declarations.

The office is currently managed by Hamburg Metropolitan Region. There are also two further official representatives elected from the Metropolitan Regions of Nuremberg and Rhine-Neckar.

2.4.1.4   Members and Partners

The partnership comprises of the following 11 Metropolitan Regions: Frankfurt RheinMain, Hamburg, Hannover Braunschweig Göttingen Wolfsburg, Berlin – Brandenburg, Mittel Deutschland, München, Nordwest, Nürnberg, Rhein-Neckar, Rhein-Ruhr, and Stuttgart.

Each region is represented by a high-level administrative person. The members participate in meetings and working groups to deliver a common agenda. Personnel contribution of members may vary between 5 up to approx. 30 per cent based on the project workload and individual cooperation between metropolitan regions.

2.4.1.5   Financial support

The initiative is financed by an annual membership fee of €2,500.

2.4.2   Metropolitan Exchange – METREX

2.4.2.1   Purpose

Figure 2-3: Geographical area of METREX

METREX was founded in 1996 at the Metropolitan Regions Conference in Glasgow, Scotland, supported by the European Commission. The initiative is based on a formal agreement contract between its stakeholders.

METREX, also known as Metropolitan Exchange, is the network of European Metropolitan Regions and Areas. It provides a platform for exchanging knowledge, expertise and experience on metropolitan affairs. It also provides a communication interface between spatial planning and development at the transnational and metropolitan region and area level in Europe.

Metropolitan regions and areas are defined as urbanised areas a with core population of 500,000 or above, including their hinterland.

Source: http://www.eurometrex.org

2.4.2.2   Thematic Scope

The initiative actively participates in the urban and regional development strategies. It prepares position papers and statements and conducts studies on regional socio-economic issues. Their main thematic scopes are spatial planning and development and metropolitan governance.

2.4.2.3   Location and Organs

The association is registered in Belgium as an international non-profit association (Association International Sans But Lucratif - AISBL) under the Belgium law. This allows that the office may be moved within the Belgium territory by the decision of the managing committee of Metrex.

The association has three organs, the General Assembly, the managing committee and the secretary general. The general assembly, the supreme power of the association, is composed of all METREX members. Each member appoints a formal representative to attend the General Assembly that takes place at least biannually. The general assembly is chaired by its president and two vice-presidents.

The managing committee has seven members who are elected biannually at the general assembly. They can serve at maximum two periods. The secretary general is the executive officer of the association who manages and represents the association in its daily business. He is appointed by the management committee.

2.4.2.4   Members and Partners

The network has members from approx. 50 metropolitan regions and areas in some 20 European countries. It is open for territorial and public organisations with interest in spatial planning and development. The managing committee can also admit regions on an observer status. They may participate in conferences and activities with the purpose to exchange knowledge but neither can attend management meetings nor vote.

2.4.2.5   Financial support

The association is financed by annual membership fees. They vary according to the classification of each member.

2.4.3   Magistrale – The "Main Line for Europe" Initiative

2.4.3.1   Purpose

The transnational pro-rail alliance is an initiative founded in 1990 to support the development of high-speed rail infrastructure along the Paris - Budapest axis. It is also known as TEN project n° 17 acknowledged by the Commission in 1995. The initiative is based on a formal agreement contract between its stakeholders.

In addition to the support for rail infrastructure developments, the initiative seeks to stress the importance of the modernisation, upgrading and maintenance of the railway axis.

Figure 2-4: Magistrale Initiative – the Main Line for Europe: Paris-Budapest Rail Axis

Source: http://www.magistrale.org

2.4.3.2   Thematic Scope

The initiative actively participates in the design of railway hubs, transport systems and in urban and regional development strategies. It prepares position papers and statements. Furthermore, it conducts studies on regional socio-economic aspects under Interreg projects. Its main thematic scope is:

- TEN-T policy on railway infrastructure and developments;
- Support implementation of TEN-T project 17;
- Improvement of railway accessibility along the railway axis.

2.4.3.3   Location and Organs

The office is located in Karlsruhe (Germany) and is composed of the following organs:

- one chairperson (currently the Mayor of Karlsruhe);
- two deputy chairpersons;
- one managing director.

2.4.3.4   Members and Partners

Currently, the initiative has 27 members representing several cities, regions and chambers of industry and commerce along the railway axis. In addition, the initiative can back on governmental bodies acting as "partners". This supports to shape the conception, planning and realization of local and regional railway connections since these stakeholders influence the infrastructure development and can lobby at the national and EU level.

2.4.3.5   Financial support

Information was not available.

2.4.4   Interregional Alliance for the Rhine-Alpine Corridor EGTC

2.4.4.1   Purpose

The Interregional Alliance for the Rhine-Alpine Corridor EGTC established in 2015 is a follow-up of the INTERREG project "Code 24 – Corridor Development Rotterdam-Genoa" (2010-2015), a bottom-up strategic initiative. The entity's governance model is based on the EGTC model. It ensures legitimate negotiations at national and EU level and for further EU Project funding. The main purposes of the EGTC are to facilitate and promote the transnational cooperation between the members and coordinate the territorial and integrated development of the multimodal Rhine-Alpine Corridor from a regional and local perspective.

2.4.4.2   Thematic scope

The Alliance has the following thematic scope:

- combining and focusing the joint interests of its members towards national, European and infrastructure institutions, by deploying joint lobbying activities for the corridor and representing the EGTC at the EU Rhine-Alpine Corridor Forum;
- evolution of the joint development strategy for the multimodal Rhine-Alpine Corridor;
- directing funds to corridor related activities and projects by gathering sufficient information regarding funding opportunities and applying for new EU-Funded projects and joint management of EU-funds;

- providing a central platform for mutual information, exchange of experience and encounter by maintaining the website and taking charge of the Corridor Information System, developed within the project CODE 24;
- improving the visibility and promotion of the corridor by organizing workshops and publishing brochures and papers

Figure 2-5: Interregional Alliance for the Rhine-Alpine Corridor EGTC, Corridor Geography
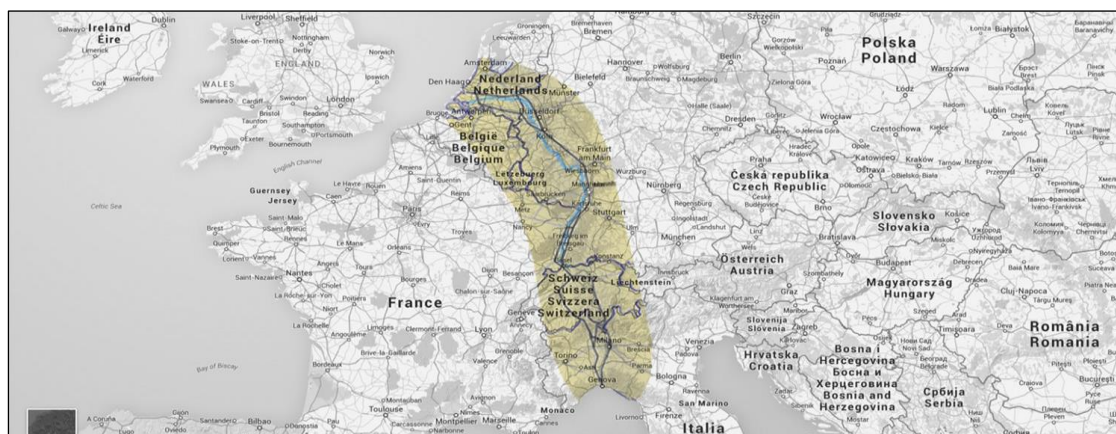
Source: http://egtc-rhine-alpine.eu/de/

2.4.4.3   Location and Organs

The Interregional Alliance for the Rhine-Alpine Corridor EGTC is located in Mannheim, Germany. The organs are the General Assembly, the Director and the Managing Committee.

The General Assembly comprising of all members elects the Managing Committee. It consists of a chairperson, two vice chairpersons and the Managing Director. The functions currently are held by

- the Vice Governor of the Province of Gelderland (Chair);
- the Deputy Director of the Regionalverband FrankfurtRheinMain (Vice Chair); and
- the Secretary General of Confindustria Piemonte (Vice Chair).

The General Assembly is the decision-making body of the EGTC. It decides on the general strategy, the annual work plan and budget and approves the annual statement of accounts. It is further entitled to establish an external Advisory Board. The Managing Director is not a member of the Assembly and does not have the right to vote.

2.4.4.4   Members and Partners

Members are exclusively public authorities (see Figure 2.6).

The EGTC convention describes also the liability of the members, the duration and dissolution of the EGTC, joining of new members along the corridor and from third countries. The Alliance complies with the regulation (EC) No. 1082/2006 as well as with the national law of Germany and the state of Baden Württemberg, where the Alliance is registered.

Figure 2-6: Interregional Alliance for the Rhine-Alpine Corridor EGTC, Overview of Members

Members

1.	Port of Rotterdam Authority	11.	City of Karlsruhe
2.	Province Gelderland	12.	Regionalverband Mittlerer Oberrhein
3.	Province Zuid Holland	13.	Regionalverband Südlicher Oberrhein
4.	Port of Antwerp	14.	City of Lahr
5.	Duisburger Hafen AG	15.	Kanton Basel-Stadt
6.	Regionalverband FrankfurtRheinMain	16.	Regione Piemonte
7.	Verband Region Rhein-Neckar	17.	Uniontrasporti
8.	City of Mannheim	18.	Regione Lombardia
9.	Port of Strasbourg	19.	Regione Liguria
10.	Technologie Region Karlsruhe GbR		

Source: http://egtc-rhine-alpine.eu/de/organisation/members/

2.4.4.5 Financial support

The Interregional Alliance for the Rhine-Alpine Corridor EGTC is financed by annual membership fees amounting to €7,000. The EGTC is liable for all its debts. In case that the assets of the organization are insufficient to meet its liabilities, members shall be liable in equal parts to the debts irrespective of the nature of the debts.

Co-funded Projects

Being responsible for directing EU-funds to the corridor, EGTC was able to initiate recently further projects co-funded by the EU, i.e.:

- RAISE-IT Rhine-Alpine Integrated and Seamless Travel Chain (Jan. 2017 - Dec. 2019), Project volume: EUR 1,67 Mio.
- ERFLS – European Rail Freight Line System (Dec. 2015 - Nov. 2018), Project Volume: EUR 1,25 Mio.

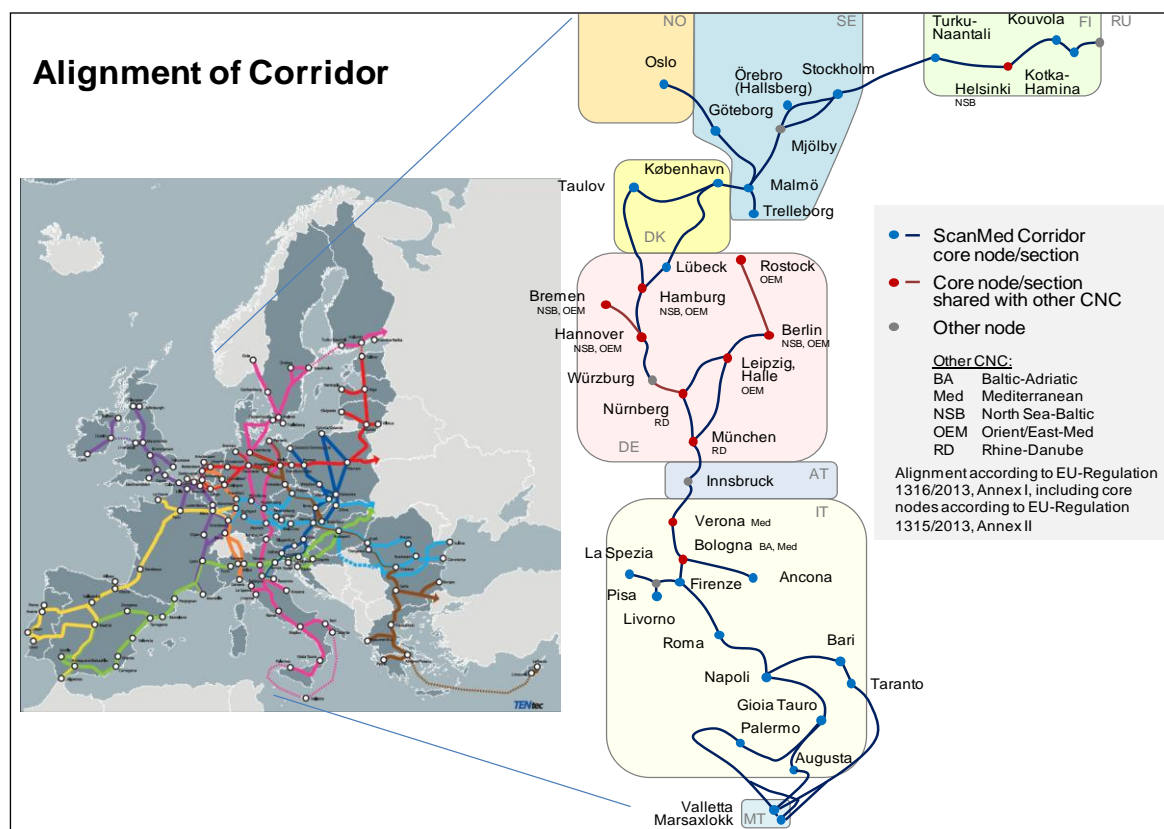## 2.4.5 European Coordinators for TEN-T Core Network Corridors and the "Corridor Forum"

2.4.5.1 Purpose/ Output

In 2014, European Coordinators for the nine TEN-T Core Network Corridors (CNC) were appointed according to Regulation (EU) No 1315/2013, Article 45 and 46. Each Coordinator is responsible for one of the nine CNC's. Two more European Coordinators were appointed for the coordination of the ERTMS deployment and the development of the Motorways of the Sea (MoS). Their tasks include the coordinated implementation of the CNC in question and a coordinated and synchronised approach with regard to investment in infrastructure, management capacities in the most efficient way.

Detailed tasks of the European Coordinator(s) are defined in Article 45, N° 5. Among other things the European Coordinator may consult, together with the Member States concerned, regional and local authorities, transport operators, transport users and representatives of civil society in relation with the work plan and its implementation.

The consultation takes place in particular though not exclusively in the "Corridor Forum", to which members are appointed by the Commission and the Member States. Corridor Fora have been regularly convened in Brussels since 2014. In addition, working group meetings were carried out on specific issues. Conclusions were reported to the Corridor Forum in question.

Figure 2-7: Alignment of the Core Network Corridor ScanMed

Source: European Commission, KombiConsult

2.4.5.2   Thematic scope

The main themes of the European coordinators for TEN-T Core Network Corridors are:

- TEN-T policy on railway infrastructure and its developments
- Improvement of railway accessibility along the railway corridors
- Improving and deploying of interoperable traffic management systems
- Innovation and new technologies (Regulation (EU) 1315/2013, Article 42)
- Multimodal transport
- Territorial cooperation, with a focus on: modal integration
- Transport infrastructure, in particular in cross-border sections and bottlenecks
- City logistics, electro mobility and Urban mobility

2.4.5.3   Location and Organs

It is located in Brussels, Belgium. The organs of the Corridor coordination are the Advisor to the European Coordinator (permanent staff of the Commission); the Secretariat (hired consultancy team); the Member States in the "restricted" part of the Corridor Forum; and the other Members in the Corridor Forum; Working Groups with topic specific membership may be set up with the agreement of the Members States.

The Forum is generally open for new members if their interests are related to the scope of the TEN-T Regulation and their participation agreed upon by the Member States (Art. 46, N° 1).

2.4.5.4 Members and Partners

Members supporting each European Coordinator are the Member States of that CNC and the members of the Corridor Forum, e.g. managers of rail, road and inland waterway infrastructures, airports, sea- and inland ports, regions and municipalities.

2.4.5.5 Financial support

The work is financed by the European Commission for the part of the European Coordinator and the secretariat, while the other organisations participate in the Corridor Fora on their own expenses. Travel costs are not reimbursed.

2.4.6 Rail Net Europe – RNE

2.4.6.1 Purpose

The association was established in January 2004 under the Austrian law based on a contract agreement. The objective is to represent the Members as an association for facilitating international rail traffic on the European rail infrastructure. RNE further supports the members in compliance issues in regard of the European legal framework. It does not conduct any operational activities itself but provides for a communication platform and network for the members and associates at international level.

Figure 2-8: Rail Net Europe, Network Statements
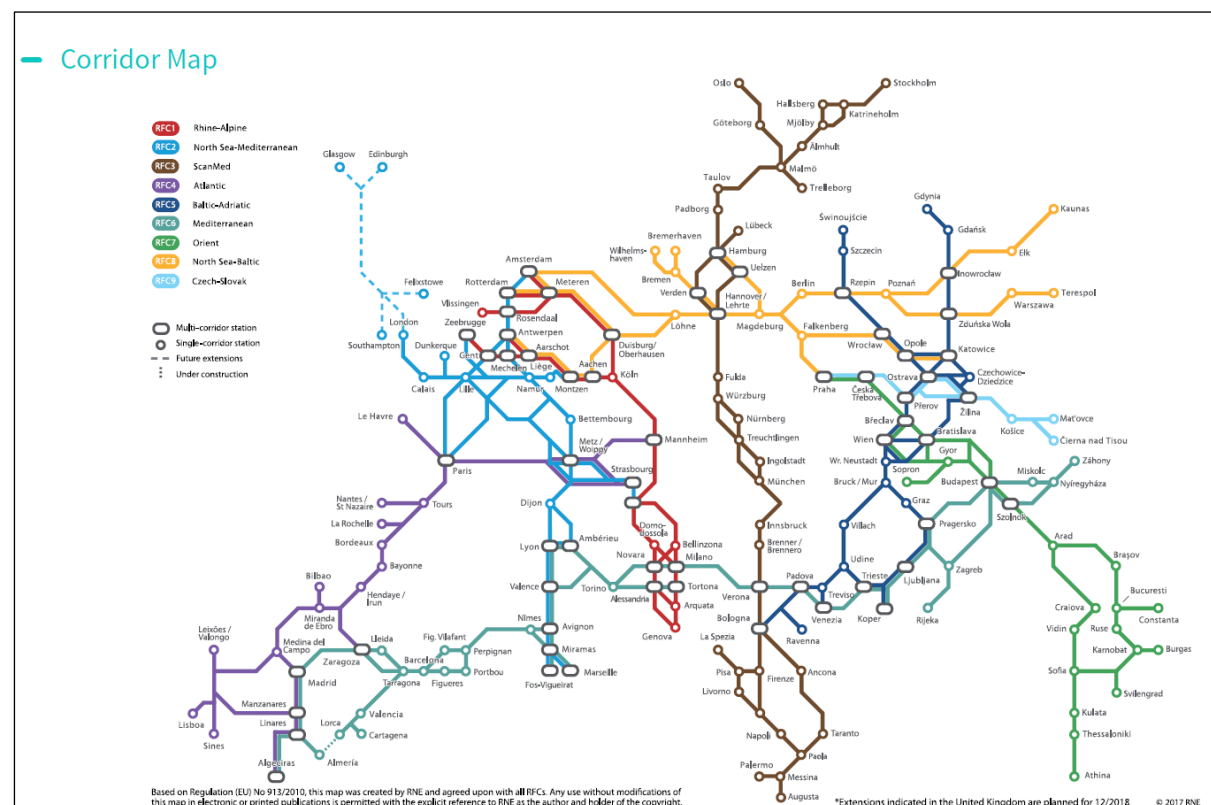
Source: RNE

2.4.6.2 Thematic scope

The Working Groups deal mainly with the following field areas:

- Provision of legal, technical and commercial information on the European railways infrastructure
- Improvement of railway undertakings information processes, including performance and traffic management and timetabling
- Consultation and operations management

2.4.6.3 Location and organs

The RNE joint office is based in Vienna. The main organs are the general assembly, the managing board and the secretariat.

2.4.6.4 Members and Partners

When the association was founded it had 16 rail infrastructure managers as members. Currently, the organisation includes 35 full members from 25 different countries and 9 associate members (Rail Freight Corridors). There are three types of membership:

- Full membership
- Associate membership
- Candidate Membership (does not have the right to vote and after one year they have to apply for either a full membership or associate membership).

This classification reflects differences in the national legal framework as concerns the separation of infrastructure and operational functions of railways.

RNE has become a member of the PRIME Platform, which is organising the dialogue between the European Commission and the infrastructure managers.

2.4.6.5 Financial support

The association is financed by membership fees. Furthermore, TEN-T EA / INEA (Innovation and Networks Executive Agency) provides project funds.

2.4.7 Association of Polish Regions of Baltic-Adriatic Transport Corridor

2.4.7.1 Purpose

The association was established in 2010 based on an agreement cooperation between seven Polish regions located along the Baltic Adriatic Corridor. The main purpose is to represent regional governments' interests at national and international level and participate in EU projects as a single entity.

2.4.7.2 Thematic scope

The association has the following thematic scope:

- Promotion of the Baltic Adriatic corridor development zone
- Consistency of the Interregional strategic and spatial planning in the corridor area
- Monitoring the ongoing and planned transport infrastructure investments
- Initiation of projects targeting the economic development zone of the corridor
- Initiation of actions for further corridor development and transport improvements (i.e. inland waterway, rail, intermodal technology)

2.4.7.3 Location and organs

The association is located in Gdansk in Poland.

Organs: n/a

2.4.7.4 Members and Partners

The association is composed of the following regions: Kujawsko-Pomorskie, Łódzkie, Śląskie, Mazowieckie, Wielkopolskie, Pomorskie, Małopolskie, Zachodniopomorskie. In addition, the association is supported by public and private stakeholders such as sea port Authorities, airports, rail and intermodal operators, container terminals, agencies and federations.

2.4.7.5 Financial support

n/a

2.4.8 Mälardalsrådet

2.4.8.1 Purpose

The council for the Stockholm Mälar region unites county councils and municipalities in the Stockholm Metropolitan area and serves as a platform for promoting strategic common interests.

2.4.8.2 Thematic scope

It has the following thematic scope:

- Knowledge and skill development
- Transport and infrastructure
- International learning and benchmarking

2.4.8.3 Location and organs

It is located in Stockholm. The secretariat is led by a Secretary and five employees.

2.4.8.4 Members and partners

The council is a collaboration of 57 municipalities in the Stockholm region, 5 counties (Örebro, Västmanland, Uppsala, Sörmland and Stockholm) and 5 associate members.

2.4.8.5 . Financial support

n/a

2.4.9   CPMR – Baltic Sea Commission

2.4.9.1   Purpose

The Baltic Sea Commission, established in 1996, is the backbone of the Conference of Peripheral Maritime Regions of Europe (CPMR[5]). It was constituted on an agreement-based contract. The association aims to creating a forum for sharing common issues and concerns and to promote joint interests within the Baltic Sea region. Together with further CPMR Commissions, it ensures a strategic networking at high level through bilateral meetings with Commissioners of EU, Ministers and other regional presidents.

It prepares position papers and acts as a lobby for Baltic Sea regions, especially by promoting common interests to-wards EU organisations (e.g. DG MOVE) and national governments.

Figure 2-9: Baltic Sea Commission, Map of Member Regions

Source: CPMR

2.4.9.2   Thematic scope

The Baltic Sea Commission has four Working Groups each of them dedicated to a specific issue, as follows:

- Transport Working Group (i.e. Accessibility, Review of EU Transport policy "White Papers", Funding, TEN-T and Connecting Europe Facility, Clean Transport,
- Energy Working Group (i.e. Energy policy, renewable energy,)
- Maritime Working Group (Sustainable maritime economy, Coastal management and marine environment, Education and training, and Environmental issues)
- Multilevel Governance Working Group (Establishment of a communication platform between its actors from a pan-European perspective to implement EU policies and strategies).
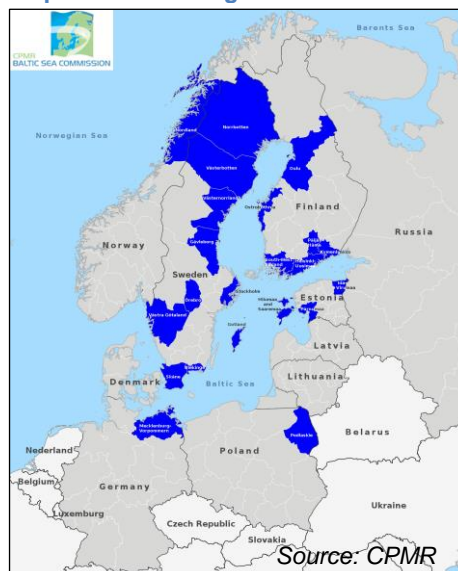
2.4.9.3   Location and organs

The Baltic Sea Commission is located in Rennes in France, where the Conference CPMR is registered. It consists of the following organs:

- President and two Vice Presidents
- Executive Secretary and Executive Committee
- Annual General Assembly
- Working Groups

The presidents are elected by the full members of the Baltic Sea Commission Executive Committee for two years. The executive secretary elected for the same period of time is responsible for the day-to-day work. The executive committee is responsible for the on-going works and strategic directions of

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[5] *"The association CPMR is a unique organisation, being sub-divided into six Geographical Commissions, corresponding to Europe's maritime basins, Atlantic Arc, Balkan and Black Sea, Baltic Sea, Mediterranean, Islands, and North Sea. The Political Bureau is the main decision-maker of the CPMR. Meeting twice a year, it proposes policy guidelines for the General Assembly and implements decisions. Only politicians are allowed to sit on the bureau and are granted voting rights. The Member Regions from each country nominate a representative and a substitute Member to the Political Bureau. All of the CPMR Member Regions meet once a year in a General Assembly that adopts policy guidelines and the budget. The Assembly is chaired by the CPMR President."*

the commission. It monitors the progress of the thematic working groups and also prepares decisions for the general assembly.

The general assembly meets once a year and is responsible for the commission's work plan and the budget. It also approves any resolution before submitting it to the CPRM General Assembly.

The Baltic Sea Commission has four Working Groups. Each Working Group is politically led by a chair and 2 vice chairs. The chairs are supported by an adviser, who is an officer from the member region. The Working Groups are open to elected representatives and officers from all Member Regions of the Baltic Sea Commission. They meet twice annually in Brussels and, in addition, on a regular basis with further working groups from other CPMR Geographical Commissions. They support the CPMR General Secretariat in preparing technical and policy papers on different topics.

2.4.9.4   Members and Partners

The Baltic Sea Commission unites 21 regions from six countries around the Baltic Sea (Estonia, Finland, Germany, Norway, Poland and Sweden). Membership applications are considered and approved by the CPMR's Political Bureau, which meets twice a year.

2.4.9.5   Financial support

The Baltic Sea Commission is financed by fees claimed from full and associate members. Their calculation is based on member's regional population and GDP. The expenditure of the commission is administered by the Political Bureau with the Secretary General of the Conference.

A minimum fee is fixed each year for the smaller regions, and special provisions are applied for poorer regions and associate members. The total budget is comprised of a general budget, which covers the running costs of the conference, and supplementary budgets, which are financed either from supplementary dues fixed by regions concerned or by research or assignment contracts concluded by the commission in cooperation with the European Commission.

2.4.10   Central European Transport Corridor EGTC Ltd. – CETC-EGTC

2.4.10.1   Purpose

This initiative is an inter-regional agreement signed in April 2004 between several regions to establish the Central European Transport Corridor. All parties involved committed to develop, through their joint activities, the multimodal transport system and infrastructure, ensuring sustainable growth and improving competitiveness across the regions. This includes the main transport routes including E-65, railways and inland waterways. Since April 2014, the initiative is organised as an EGTC.

2.4.10.2   Thematic scope

The thematic scope of the initiative is focused on the regions of the CETC-ROUTE 65 area:

- Railway infrastructure and its developments
- Improvement of railway accessibility along the entire corridor

Figure 2-10: CETC – Regional Geography

- Introduction of Innovation transport solutions and new technologies
- Promotion of development of intermodal and multimodal transport, including urban nodes and missing links
- Territorial cooperation, with a focus on: modal integration
- Improvement of ferry connection across the Baltic Sea, linking Northern Europe with southern Europe.

2.4.10.3 Location and Organs

The initiative is based in Szczecin in Poland. It comprises of the following organs

- President and two Vice Presidents
- Technical Secretariat
- Interregional Steering Committee Workgroup

The technical secretariat is based in Szczecin with the task of supporting the Steering Committee. The Interregional Steering Committee consists of political representatives from each member region. Each region appoints two members and two deputies to the committee. The members have the right to name their chairman and two deputies, who constitutes the presidium.

2.4.10.4 Members and Partners

Following member regions represent the initiative:

No	Partner Region	County
1.	Skania	Sweden
2.	Zachodniopomorskie	Poland
3.	Lubuskie	Poland
4.	Dolnośląskie	Poland
5.	Opolskie	Poland
6.	Hradec Kralove	Czech Republic
7.	Trnava	Slovak
8.	Bratysława	Slovak
9.	Gyor-Moson-Sopron	Hungry
10.	Vas	Hungry
11.	Zala	Hungry
12.	Varazdin	Croatia
13.	Koprivnicko-krizevacka	Croatia
14.	Zagrzeb	Croatia
15.	Zagrebacka	Croatia
16.	Karlovacka	Croatia
17.	Primorsko-goranska	Croatia

The initiative also welcomes any interested region that aims to join the CETC. In this case, the approval and decision need the consent of the members.

2.4.10.5 Financial support

The initiative is financed by membership fees. Each member bears the cost of its participation in the CETC. The costs of committee meetings are borne by the region holding the presidency.

Co-funded Projects

EGTC was able to join two EU-funded projects as an associate partner though without receiving financial support:

- TENTacle – an Interreg Baltic Sea Region Programme - € 3.5 million
- NSB Core – an Interreg Baltic Sea Region Programme - € 3.5 million

2.5   Scandria®2Act Partners Organisations

This section provides an overview on the organisation of selected Scandria®2Act partners involved in Work Package 4. The partners are:

- Region Skåne;
- Region Örebro County:
- Eastern Norway County Network (ENCN) and including both Akerhus County and City of Oslo;
- Helsinki-Uusimaa Regional Council;
- City of Turku;
- Joint Spatial Planning Department Berlin-Brandenburg.

The project partners are members of more than 24 organisations. Amongst others, these organisations have a focus on transports and logistics as well as infrastructure. The majority of organisations aim at providing a communication platform to transfer knowledge and good practices between members and addressing common issues at national or EU level.

Most organisations have no legal body. Their members are high-level representatives, mainly from administrative level. Some organisations exclusively are composed of public authorities, others include private enterprises. The collaboration is formalized mainly as multilateral agreements with detailed statutes. Members jointly define their strategy, missions and challenges aiming at ensuring a continuous and sustainable cooperation at different levels.

Most of the organisations have established Thematic Working Groups. The scope includes the following issues:

- Infrastructure and alternative fuels infrastructures
- Clean transport and Transport policy
- Tourism and Maritime transports
- Spatial Planning and Development
- Science and development including Innovative transports
- Public transports, urban mobility and city logistics
- Urban node and Freight village
- Mobility and operative mobility management
- Intermodal and multimodal freight and passenger transports
- Railways (Passengers & Freight)
- Branding and international marketing for attracting tourism, investments and talents
- Integrated Labour Market and removing border barriers

The 24 organisations are briefly characterised in the following section:

Greater Copenhagen Skåne Committee (GCSC)

The Greater Copenhagen & Skåne Committee is a political collaboration connecting Southern Sweden and Eastern Denmark. The members of the committee include Region Zealand, Capital Region of Denmark and Region Skåne. The committee counts 46 Danish municipalities and 33 Swedish. The

organisation aims to eliminating the cross-border barriers that prevent economic growth and business development in the region.

STRING – Southwestern Baltic Sea Region Transnational Area Implementing New Geography

STRING is a political cross-border cooperation with partnerships between Hamburg and Schleswig-Holstein in Germany, the Capital Region of Denmark, Region Zealand, and the City of Copenhagen in Denmark, and Region Skåne in Sweden. These partners seek to create joint politics and initiatives to strengthen the regional development by working on a common agenda concerning infrastructure, green growth, cross-border barriers, science and research and tourism.

The Scandinavian Arena (DSA)

The Scandinavian Arena is a political collaboration between the cities of Oslo, Gothenburg, Copenhagen and the Öresund region. The initiative of this collaboration was taken in 2000 by the Swedish Ministry of Foreign Affairs and a political collaboration committee composed of representatives from Norway, Sweden and Denmark. The aim of the Scandinavian arena is to intensify cooperation between the Gothenburg-Oslo and Öresund regions and to exploit the unique potential and enormous opportunities especially in the fields of infrastructure and culture.

The Scandinavian Arena also operates as the political steering group for the Scandinavian 8 Million City COINCO ll, a project within the scope of INTERREG IVA 2007-2013. This non-governmental organisation actively supports a network of companies, institutions and professionals in the Baltic Sea region. Its goal is to strengthen economic and political international partnerships between the Nordic and Baltic countries, Germany, Poland and Northwest-Russia.

Central European Transport Corridor (CETC-EGTC)

The initiative of cross border regional co-operation is called the Central European Transport Corridor denominated as CETC. The aim is to establish favourable transport and development conditions for the Central European Transport Corridor, benefitting all regions and their citizens *(see chapter 2.4.10 for detailed information)*.

Conference of Peripheral Maritime Regions (CPMR)

The CPMR unites some 160 regions from 25 states. All are located in European Union and beyond. It operates both as a think tank and as a lobby for Regions. It focuses mainly on social, economic and territorial cohesion, maritime policies and blue growth, and accessibility *(see chapter 2.4.9 for detailed information)*.

Company Oslo-Stockholm 2.55 AB

Oslo-Stockholm 2.55 AB is an association established by Karlstad Municipality, Region Värmland, Region Örebro County and Örebro Municipality. The purpose is to accelerate the rail expansion for a better rail traffic between Oslo and Stockholm.

Project Bothnian Corridor

The Bothnian Corridor stretches out on both the Swedish and the Finnish side of the Bothnian Gulf. It connects several transnational links in Sweden, Finland, Norway and Russia. The partners are the five northernmost regions in Sweden (Norrbotten, Västerbotten, Jämtland, Västernorrland and Gävleborg) and Örebro County. They consider transforming the existing project into a more permanent structure.

Mälardalsrådet

The Council serves as a platform for some 57 municipalities and 5 regions between Orebro and Stockholm (Örebro, Västmanland, Uppsala, Sörmland, and Stockholm). The council also co-operates with other stakeholders to conduct studies, for example, on infrastructure and transport.

CLOSER

CLOSER is a Swedish national arena for transport efficiency. The arena is part of Lindholmen Science Park AB. The work is carried out within three working groups: Sustainable Transport Corridors, High Capacity Transports and Urban Mobility.

METREX

METREX (Metropolitan Exchange) is the network of European Metropolitan Regions and Areas *(see chapter 2.4.2 for detailed information).*

IKM - Initiativkreis Europäische Metropolregionen in Deutschland

IKM (Initiativkreis Europäische Metropolregionen in Deutschland) was established in 2001 by eleven German national metropolitan regions. This kind of co-operation aims to represent common interests, to lobby and develop a spatial strategy in an European and macro-regional context *(see chapter 2.4.1 for detailed information).*

Baltic Sea States Sub-regional Cooperation (BSSSC)

The Baltic Sea States Sub-regional Co-operation (BSSSC) is a political network for regional authorities (sub-regions) in the Baltic Sea Region. The organisation was founded in Stavanger, Norway, in 1993. The current members are regional authorities (below the national level) of ten Baltic Sea littoral states: Germany, Denmark, Finland, Sweden, Norway, Poland, Latvia, Lithuania, Estonia and Russia.

It has a rotating chairmanship system. The main organisational bodies are the Chairperson (elected by the Board on a rotational basis for a two-year period), the Board consisting of two representatives of each of the BSR countries, the Secretariat that follows the Chairperson and ad-hoc working groups. The main BSSSC event is the annual conference used to be convened in early autumn. The Chairmanship for the period 2017 – 2018 is member of the organization Eastern Norway County Network.

ARC Airport Region Conference

The Airport Regions Conference was established in 1994 as a non-profit association whose purpose is to intensify cooperation among larger airport regions at European level.

HyER (Hydrogen Fuel Cells and Electro-mobility in European Regions)

HyER, the European Association for Hydrogen and fuel cells and Electro-mobility in European Regions, was established in collaboration with the European Commission in 2008. HyER is representing more than 35 regions and cities. It supports the deployment and uptake of hydrogen and fuel cell technologies and electro-mobility in Europe. The objective is to reduce carbon dioxide emissions and enhance environment protection as well as economic growth and employment.

Oslo Region European Office (ORE)

The office is located in the Nordic House in Brussels. Its aim is to promote the interests of its members in the European regional cooperation. One of the main priorities is the development of projects towards European funding programmes. This includes consortia building and proposal writing.

ENCN - Eastern Norway County Network

The Eastern Norway County Network is a co-operation between eight counties in Norway: Akershus, Buskerud, Hedmark, Oppland, Oslo, Telemark, Vestfold and Østfold. The network is designed to carry political or administrative tasks, which the counties agree to solve in common. Permanent political committees and administrative groups exist for the following areas: transport and communications; education and competence; international co-operation. ENCN has its own secretariat, which is a service and coordination body for the board, the committees and various groups. The secretariat is located in the county administration of Akershus.

EUROCITIES

EUROCITIES was established in 1986 by the mayors of six large cities: Barcelona, Birmingham, Frankfurt, Lyon, Milan and Rotterdam. Its members are elected by local and municipal governments.

Today, the network comprises of local governments of over 130 large cities and 40 partner cities representing some 130 million citizens across 35 countries. The network offers a platform for sharing knowledge and exchanging ideas through six thematic forums, a range of working groups, projects, activities and events.

EMTA (TRANSPORT)

The Association of European Metropolitan Transport Authorities (EMTA) was created in 1998. Its purpose is to provide a platform for exchange of experiences and transfer knowledge between public authorities, in particular for those responsible for planning, integrating and financing public transport services in large European cities.

BalMed (Baltic Metropoles)

Baltic Metropoles Network is a joint voice of the capitals and major cities of the Baltic Sea Region states. The network links 10 cities of distinguished culture and history: Berlin, Helsinki, Malmö, Oslo, Riga, Stockholm, St. Petersburg, Tallinn, Vilnius and Warsaw.

Baltic Development Forum (BDF)

Baltic Development Forum (BDF) is a think-tank and network for high-level decision makers from business, politics, academia and media in the Baltic Sea Region. It aims to facilitating collaboration, developing regional policy and stimulating growth and competitiveness in the Baltic Sea Region. BDF follows the principles for 'good foundation governance' outlined by the Danish Business Authority. Its main thematic areas are: Energy, Digital Economy, Regional Promotion and Water & Blue Growth.

AIKO – Alueellisten innovaatioiden ja kokeilujen käynnistäminen

AIKO, a Finnish national funding framework and new toolkit for launching regional innovations and experiments, was established in 2015 by the Ministry for Employment and the Economy. The new tool is an instrument aiming at agile experiments and improvements of business resilience. The projects are decided by the regional councils on the basis of an implementation plan in the regional programme and a structural change plan. The use of AIKO's funding is to be based on the national priorities for development in the regions, the regional programmes and the smart specialisation strategy.

Helsinki Metropolitan Smart and Clean Foundation

It was founded by the Finnish Innovation Fund Sitra with an operating period of 5 years (2016-2021). The initiative aims to promote the development of green transport.

FinEst Transport Initiative

The Finnish-Estonian initiative is based on a trilateral MoU between both states.

Baltic Sea Tourism Forum

The Baltic Sea Tourism Forum is a platform for exchanging experiences and strengthening cooperation within the field of tourism in the Baltic Sea region.

Figure 2-11: Membership Organizations of the selected Scandria®2Act Partners with focus on transport and logistics
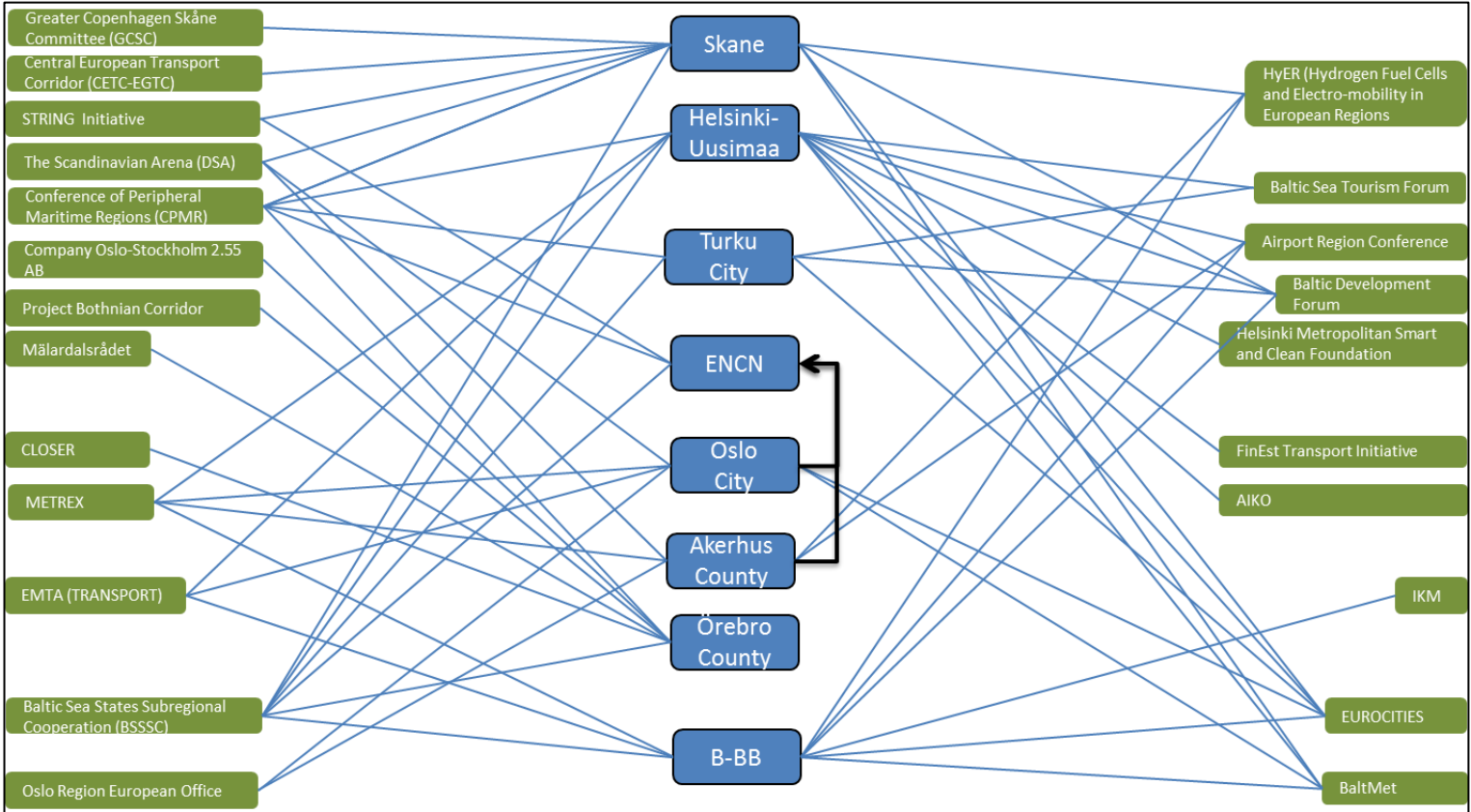

Source: KombiConsult

3 Next Steps towards Scandria®Alliance

The current status and development of Scandria®Corridor, including the comparative analysis and different MLG structures presented in the previous chapters, provide an adequate information and insight in how to set up the Scandria®-Alliance organization.

The transnational added value of Scandria®2Act comes with the cooperation of key regional transport and freight nodes along the ScanMed Corridor. Compared to previous initiatives and projects, the Scandria®2Act partnership covers the northern part of the ScanMed Core Network Corridor completely, from Oslo via Gothenburg and Copenhagen to Germany including Rostock and Berlin-Brandenburg. The linkage of these urban and freight nodes with different transport modes is critical for the effectiveness of the ScanMed Core Network Corridor, in particular for the regional development and social cohesion along the entire corridor.

It is paramount that the bottom-up initiatives developed by Scandria®Alliance Partners are coherent with the objectives of the TEN-T Policy, well aligned with the ScanMed Core Network Corridor and do not lose momentum, especially at EU level. The establishment of a Scandria®Alliance model depends on several factors. Each model has benefits and disadvantages. There is no "one-fits-all" model available. The following figure illustrates a model suggested by the TransGovernance project.

Figure 3-1: Suggested Scandria®Alliance Model by Partners of TransGovernance Project
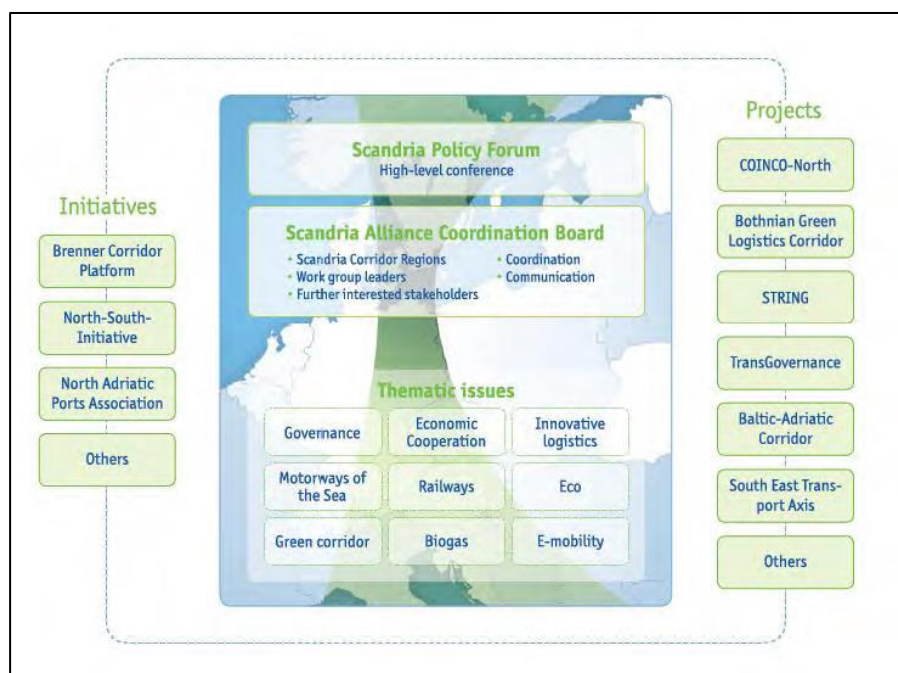
Source: BSR TransGovernance

With respect to the vision and objectives of the organisation the following issues must be addressed in the up-coming period in order to set-up an appropriate governance mechanism:

- What is our vision and mission?
- Do we need a formal representation?
- Do we need lobbying at EU level and political support to achieve our objectives?

- What is our thematic scope?
- Should the membership exclusively comprise of public authorities, or also include private stakeholders?
- Should the size of members be limited and definite from the beginning?
- Do we need or want to adjust the corridor geography (inclusion of new members)?
- How do we want to finance the management and joint activities?
- Do we intend to further develop an area or implement a project co-financed by the EU?
- Location of registration?
- Do we need a dialogue with public authorities and private stakeholders?
- Do we need central fora?

In order to ensure that the organization is efficient, the multi-level governance structure should have the following main characteristics:

- A **lean** organisational set-up is cost efficient and thus accounts for public budgets constraints;
- The structure should be **effective** to ensure that defined tasks can be fulfilled within the available budget and time;
- A **participative** structure will encourage members to actively collaborate and implement projects with common interests;
- The structure should be **flexible** to allow for variations in the geographic and thematic scope;
- The structure should be **complementary** to avoid any duplication of or conflict with existing structures such as the TEN-T Corridor Fora or the Rail Freight Corridor Boards. It should only complement with regional and local perspectives and thus ensure a bottom-up approach.

What is the Vision of Scandria®Alliance?

The vision of Scandria®Alliance is to implement a sustainable and multimodal transport system by 2030 in the Baltic Sea Region and along the Scandinavian – Mediterranean/Adriatic Corridor. The following missions should be met by the Scandria®-Alliance to ensure this vision,

- address the transport and infrastructure developments and its contribution towards interregional economic development;
- transfer knowledge and share experiences and good-practices;
- initiate and evaluate measures and action plans and support in policy formulation in line with the vision;
- serve as a central forum and to promote and foster jointly core interests;
- ensure governance and coordination of activities;
- connect regions into corridors for better cohesion and ensure innovation across its members;
- create programs and submit proposals designed to further strengthen the sustainable and multimodal transport system.

Geographic scope

The structural design of Scandria®Alliance could derive from the partner memberships of Scandria®2Act Project and further develop in two ways:

1. Geographically along the ScanMed, Northsea-Baltic and Baltic-Adriatic Core network Corridor;
2. Institutionally along the regional authorities, local authorities, chambers of commerce, public bodies responsible for thematic topics such as ordering public transport services, infrastructure managers, private companies and other institutions.

The following table illustrates these dimensions:

	NO	FI	SE	DK	DE	PL	AT	IT

Member State									
Regional Authority									
Municipality									
Public bodies									
Chamber of Commerce									
Infrastructure Managers									
Transport service providers									
Shippers									
Academia									
Others									

Although the scope is about "multi-level" governance, it might be considered that certain homogeneity in the membership, e.g. priority to get all desired regional authorities "on board", has advantages compared to reaching the geographic coverage by members from different levels. These stakeholders can be linked to the alliance via partnership agreements eventually.

On the other hand, it might be considered that technical competences and legal responsibilities are shared between different organisations in the different regions and levels in a different way. This could be taken into account by priority rules such as "regions first", then "municipalities", then public bodies.

The following issues should be considered and further discussed by the Scandria®2Act partners:

- Need for Cooperation;
- Territorial boundaries;
- Thematic scope;
- Members and partners;
- Applicable law and place of registration;
- Location of organisation (or rotating chairmanship);
- Working methods;
- Organs and responsibilities;
- Finance, liability and duration;
- Personal and working language.

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Baltic Development Forum (BDF)	http://www.bdforum.org
Baltic Sea Tourism Forum	http://www.balticseatourism.net/
Baltic Sea States Sub-regional Cooperation (BSSSC)	https://www.bsssc.com
BalMed (Baltic Metropols)	http://www.baltmet.org
Central European Transport Corridor (CETC-EGTC)	http://www.cetc.pl
Conference of Peripheral Maritime Regions (CPMR)	http://cpmr.org
Closer	http://closer.lindholmen.se
EMTA (TRANSPORT)	http://www.emta.com
ENCN - Eastern Norway County Network	http://www.ostsam.no
EUROCITIES	http://www.eurocities.eu
Helsinki Metropolitan Smart and Clean Foundation	http://www.sitra.fi
HyER (Hydrogen Fuel Cells and Electro-mobility in European Regions)	http://hyer.eu
IKM	http://www.deutsche-metropolregionen.org
Interregional Alliance for the Rhine Alpine Corridor	http://egtc-rhine-alpine.eu/de/
Magistrale – The "Main Line for Europe" Initiative	http://www.magistrale.org
Mälardalsrådet	http://www.malardalsradet.se
METREX	http://www.eurometrex.org
Oslo Region European Office (ORE)	http://osloregion.org

Rail Freight Corridor Association (RailNetEurope)	http://www.rne.eu
STRING	http://www.stringnetwork.org
The Scandinavian Arena (DSA)	http://www.denskandinaviskaarenan.com

Annexes

A1. Overview of Member Organizations of selected Scandria®2Act Partners with focus on transport and logistics

Organizations/ Initiatives	Skåne	Örebro County	Akerhus County	Oslo City	ENCN	Helsinki-Uusimaa	City of Turku	JSPD B-BB
Greater Copenhagen Skåne Committee	x							
STRING	x				x			
The Scandinavian Arena	x		x	x				
CETC-EGTC	x							
CPMR	x	x			x	x	x	
Company Oslo-Stockholm 2.55 AB		x						
Project Bothnian Corridor		x						
Mälardalsrådet		x						
Closer		x						
METREX			x	x		x		x
IKM								x
BSSSC	x	x			x	x	x	Branden-burg
Airport Region Conference			x			x		x
HyER	x		x					Berlin
Oslo Region European Office (ORE)			x	x				
ENCN			x	x	/			
EUROCITIES	Malmö			x		Helsinki	x	Berlin
EMTA (TRANSPORT)				x (RUTER)		Helsinki (HSL)		Berlin (VBB)
FREVUE				x				
Baltic Metropols	Malmö			x		Helsinki		Berlin
Baltic Development Forum	x					Helsinki	x	Berlin
AER					x			
AIKO						x		
Helsinki Metropolitan Smart and Clean Foundation						x		
FinEst Transport Initiative						x		
Baltic Sea Tourism Forum						x	x	