



Cross-sectoral integration in EU regional and urban policy

Carlotta Fioretti, , European Commission, Joint Research Centre

EPSA Workshop “ Working with complexity”

08 September 2022

Outline

- The urban dimension of the EU policy
- JRC tools promoting the integrated approach for sustainable urban development
- Challenges in cross-sectoral integration
- Cross-sectoral integration in practice

The urban dimension of the EU policy

The European Union doesn't have a mandate for URBAN POLICY but...

The Urban Agenda for the EU

- The Urban Agenda for the EU establish a multi-level partnership based framework to promote the **urban dimension** of EU and national policies and legislation.
- The Urban Agenda is based on an **integrated approach**, to overcome silos thinking. The priority themes of the Urban Agenda for the EU are not addressed individually, but in a **connected and joined up manner**.

KEY PRINCIPLES



The Cohesion Policy

- Aims at **reducing disparities between the levels of development of the various regions and the backwardness of the least favoured regions**
- The **European Structural and Investment Funds (ESIF)** are the main EU's investment policy tool, which are implemented through **Operational Programmes**

European Regional
Development Fund

Cohesion Fund

European
Social Fund +

Just Transition
Fund

Policy objectives 2021-2027

1. A smarter Europe (innovative & smart economic transformation)
2. A greener, low-carbon Europe (including energy transition, the circular economy, climate adaptation and risk management)
3. A more connected Europe (mobility and ICT connectivity)
4. A more social Europe (the European Pillar of Social Rights)
5. A Europe closer to citizens (**sustainable development of urban**, rural and coastal areas and local initiatives)

Policy Objective 5 is a specific objective fostering **integrated social, economic, cultural and environmental development and security in urban areas**

Sustainable Urban Development

- Minimum **8%** of the ERDF budget per Member State is allocated to **strategies for Sustainable Urban Development (SUD)**.

*"To address **economic, environmental, climate, demographic and social challenges**, the ERDF shall support **integrated territorial development based on territorial or community-led local development strategies**"*

- Not simply single investments but **place-based STRATEGIES** targeting a specific area
- **Integrated approach**: multi-sectoral policy, multi-level and multi-stakeholder governance, and multi-territorial (the neighbourhood, the city, the functional urban area)

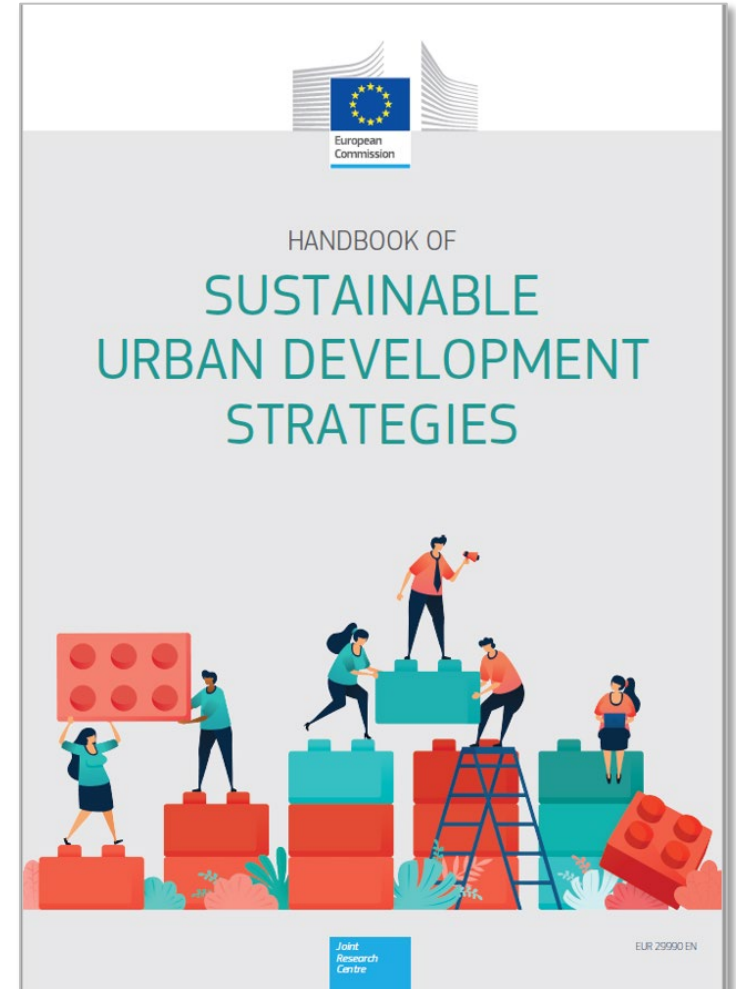
JRC tools promoting the integrated approach for sustainable urban development

Handbook of Sustainable Urban Development Strategies

- The EU promotes the **integrated approach to urban development**, as a common approach that local authorities across the EU are encouraged to endorse to implement successful urban policies.
- Not all territories across the EU have the same **experience and capacity** in delivering place-based integrated policies.
- In order to support them, JRC in collaboration with DG REGIO **published in 2020 the Handbook of Sustainable Urban Development Strategies**

What is it?

- The **Handbook of Sustainable Urban Development Strategies** helps policy-makers (urban authorities, managing authorities) to design, implement and monitor urban development strategies under Cohesion Policy
- The Handbook can be used as a **policy learning tool, flexible and adaptable** to local contexts, on the **EU integrated approach to urban development**, which is translated into six building blocks

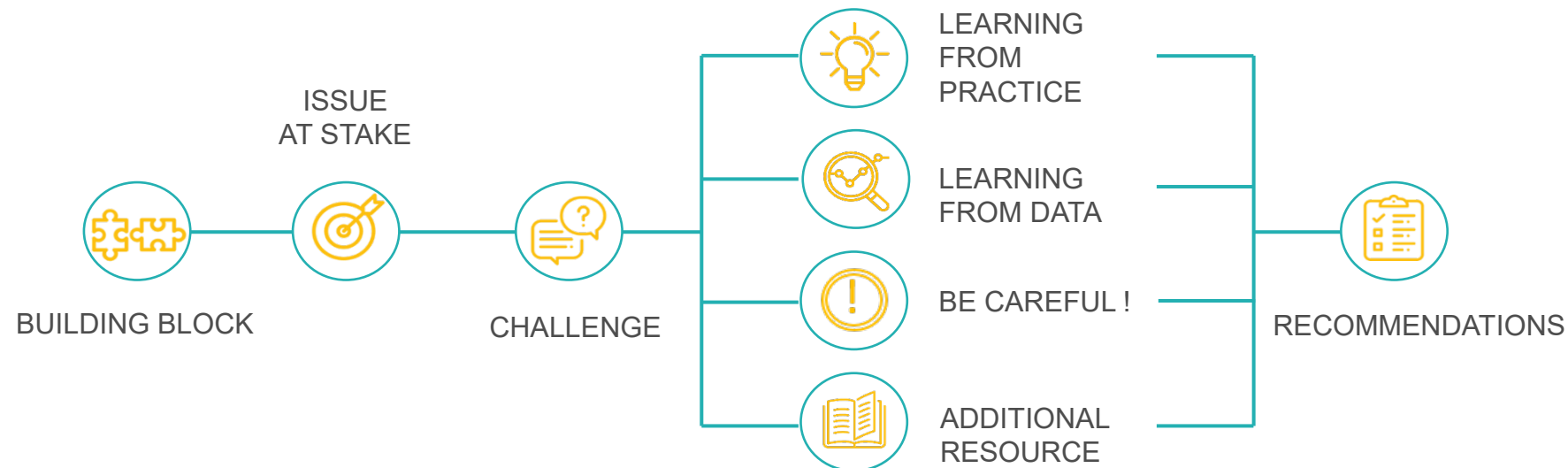


Six building blocks

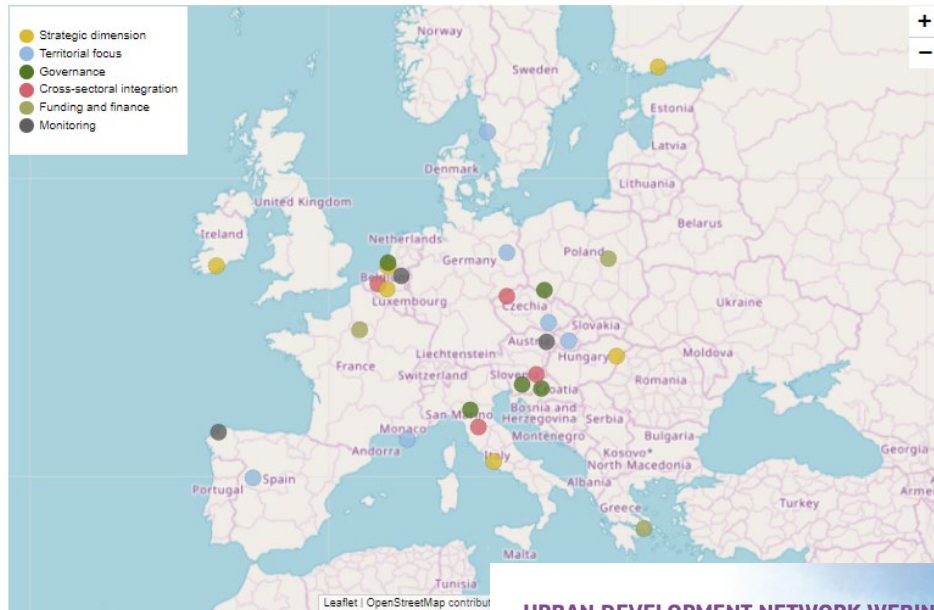
- **Strategic dimension** → How to build a strategy as a collective transformative roadmap towards a future situation
- **Territorial Focus** → How to match challenges and opportunities with appropriate type of territory and scale
- **Governance** → How to engage and coordinate different actors (authorities and other stakeholders) according to their respective roles, skills and scales of intervention
- **Cross-sectoral integration** → How to promote strategies and project which are integrated, multi-sectoral and multi-dimensional
- **Funding and finance** → How to mobilize various sources of funding, including domestic funds, private investments and financial instruments
- **Monitoring** → How to set up efficient indicators and monitoring systems to measure performance and impact

How it works?

- Each chapter is dedicated to a **building-block**, and focuses on most critic and recurrent **issues at stake**.
- For each issue key **challenges** are identified, and tackled through **examples, data, potential risks** and link to other **resources**.
- For each issue a series of **recommendations** is listed.



The Handbook interactive platform



By clicking on the dots, you will directly access the section of the presented.



URBAN DEVELOPMENT NETWORK WEBINAR SERIES

Six building Blocks to Sustainable Urban Development

03, 09, 13, 17, 19 and 25 November 2020
10:00 - 12:00

via WebEx

The Urban Development Network



<https://urban.jrc.ec.europa.eu/urbanstrategies/>

SAT4SUD – Self-Assessment Tool for Sustainable Urban Development Strategies

- **Complementary** to the SUD Handbook
- A **voluntary online tool** to help Local Authorities recognize strengths of their SUD strategy and identify those elements that need to be strengthened as well as opportunities for improvement
- Can be used in **all the steps of the policy cycles** (design, implementation, evaluation)
- It is organised around the six building block

The tool

AT-001: Smart City Wien Framework Strategy

+ 1. STRATEGIC DIMENSION

+ 2. TERRITORIAL FOCUS

+ 3. GOVERNANCE

- 4. CROSS SECTORAL INTEGRATION

N.	STATEMENT	SCORE *
1	The strategy envisages an integrated response considering the economic, social and environmental dimension of the challenges identified in the analysis, fostering sustainable urban development and the transition to the productive, just and green city.	3
2	Cross-sectoral integration is pursued throughout the actions of the strategy triggering complementarities and synergies between them.	1
3	The strategy takes advantage of contributions from different departments, agencies and stakeholders in order to overcome policy silos, even in case the strategy has a main thematic focus.	4
4	The strategy indicates which bodies/departments are responsible for the implementation of each action and provides mechanisms for coordination among them.	2

Strategy factsheet [↗](#)

* The scoring system goes from 1 to 4:

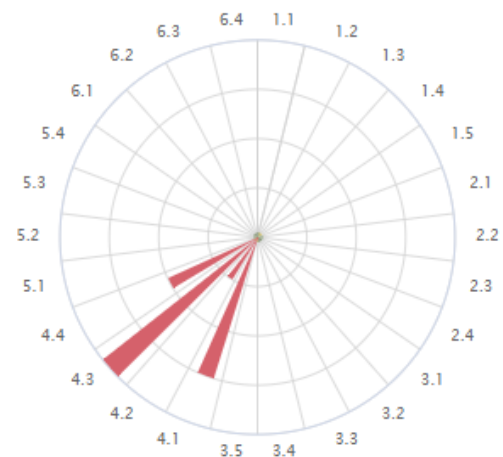
1 = the statement is relevant for the strategy, but currently there are no or very few approaches to comply with it

2 = the strategy partly complies with the statement, although there is still significant space for improvement

3 = the strategy complies with all the components of the statement, but some aspects could be improved

4 = the strategy fully complies with the statement and can be counted as a good practice on this matter

NA = the statement is not applicable to the strategy



Challenges in cross-sectoral integration

Cross-sectoral integration in SUD strategies

Addressing cross-sectoral integration in SUD strategies we aim at:

- acknowledging the **multiple and interlinked dimensions of urban issues**, tackling multi-dimensional challenges and anticipating possible negative externalities of sectoral actions
- ensuring **coherence in policymaking principles and objectives** across policy areas, highlighting the necessary **complementarity of actions** on different policy areas to build strategic policies
- **helping to overcome the "silos" thinking**, linked to the sectoral/policy field division of functions characterising public organizations.

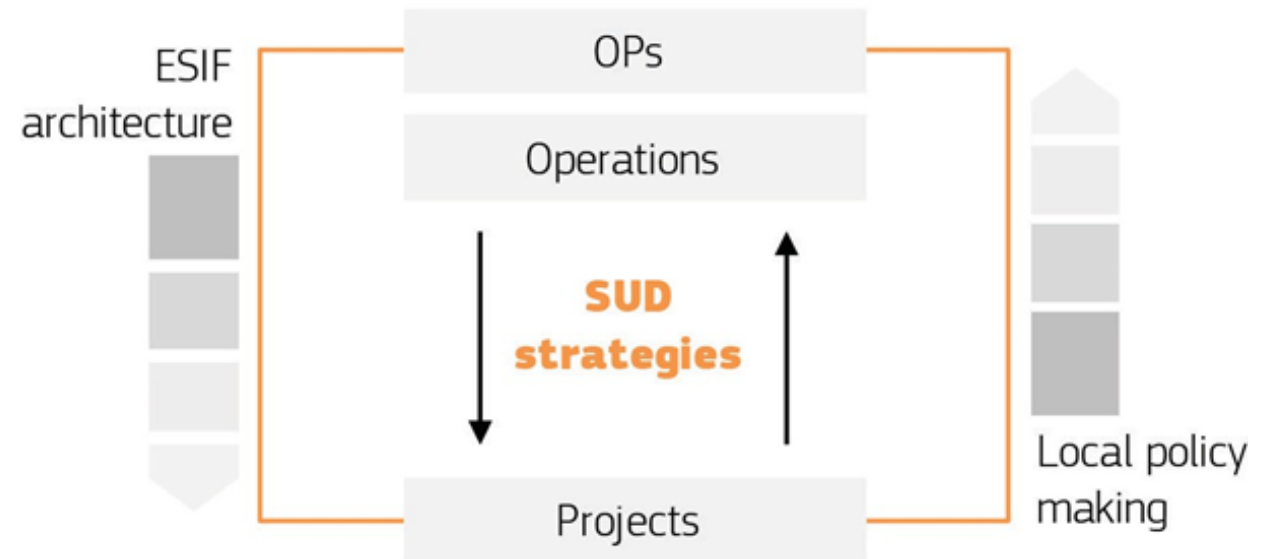
Sustainable Urban Development

- Main policy actors:

Managing Authorities (MA) = in charge of **Operational Programmes (OPs)**

Local Authorities (LA) = in charge of strategies (involved at least in the selection of projects)

Beneficiaries = implementing projects



First issue at stake

1. **Cross-sectoral integration within the cohesion policy structure**
 - Dealing with **existing conditionality** (thematic concentration)
 - Create an **enabling environment at all levels**: Common Provision Regulations, PO5, ITI and other implementation mechanisms, role of the Managing Authorities

First challenge



Challenge

How to integrate themes at Operational Programme level?

Recommendations



- ✓ Explore the possibilities made available by Cohesion Policy regulation (PO5).
- ✓ Plan cross-sectoral integration at an early stage of funding process, already during the drafting of Operational Programmes.
- ✓ MA should encourage feedbacks from LAs to avoid mismatch between top-down decisions and local needs.



Learning from practice

The **Tuscany** region (IT)

Second issue at stake

2. Cross-sectoral integration in territorial governance

- Need to **overcome existing sectoral barriers** inside local administrative organisations
- Focus on the construction of a **collaboration between actors and departments** across local governance structures
- **Implementation** of holistic strategies and cross-sectoral projects

Second challenge



Challenge

How to make different departments and offices working together?

Recommendations



- ✓ Create offices of ad hoc committees to manage cross-sectoral policies in an interdepartmental way.
- ✓ Organise lunchtime talks and periodic presentations on good collaboration practices.



Learning from practice
The City of Ghent (BE)

Cross-sectoral integration in practice - examples from 2014-2020

The case of Tuscany region (IT)

- Tuscany Regional Operational Programme ERDF – Urban Axis
- **“Urban Innovation Projects” combining innovation and regeneration**, aiming at redeveloping urban areas keeping together spatial planning, social and environmental protection needs and revitalization of the economy.

Ingredients for cross-sectoral integration

- **Organisation of the managing authority** with a separation between programming and management functions:
 - a **central coordination office** in charge of designing the OP,
 - a **manager for the Urban Axis** in charge of vertical (with beneficiaries) and horizontal (within administrative sectors) integration,
 - each **administrative department** manages and monitor action separately

Ingredients for cross-sectoral integration

- Close **relation** between the **managing authority** and the **local authorities**
 - **Co-design phase of the operational programme** in order to delineate objectives and actions for territorial development in a way that reflect the transversal needs of the whole area
 - Call for interest to select the strategies with **criteria that rewarded participatory processes, holistic strategies and bundling of funding sources**
 - A **co-design process of the strategy and related operations** involving joint technical panels
 - The mutual relation foreseen to endure throughout the **implementation** of strategies and for **monitoring** and **evaluation** activities

The case of Ghent (BE)

- ERDF Operational Programme Flanders
- Sustainable Urban Development strategy around three thematic objectives:
 - Climate change – Green-blue Network
 - Re-use of industrial sites
 - Regeneration of neighbourhood in transition
- Integration of physical infrastructural investments (e.g. redevelopment of the old-docks area) with soft initiatives (e.g. organisation of events, temporary use during project construction)

Ingredients for cross-sectoral integration

- Structural measures:
 - **Re-organisation of the local administration** into 10 departments to make organisational structure and responsibilities clearer and simpler
 - Creation of **neighbourhood managers** and urban development companies to **develop local knowledge** and include more local actors
 - **Coordination Unit for EU funds** to promote coordination and cooperation between the various departments in accessing available resources

Ingredients for cross-sectoral integration

- Non-structural tools
 - **Lunch keynotes, intranet groups, cross-sectoral working groups**
 - Establishment of **city contracts between the city and the regional government** to enable and exchange of information across departments at different levels
 - **Citizens participation** to the formulation and implementation of projects

Final considerations

- The effectiveness of SUD depends on a structured cooperation between **all levels of governments**, key **stakeholders** and **citizens** that should be engaged throughout the entire process
- The **integration across policy areas** is essential to address complex urban problems. The **integration of funding** sources can support a mix of hard and soft measures.
- The integrated approach is not easy, it requires **administrative and strategic capacity**. SUD strategies need to be coupled with arrangements for capacity-building, at all levels.

Keep in touch



carlotta.fioretti@ec.europa.eu



<https://urban.jrc.ec.europa.eu/strategies/en>



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Thank you



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