

URBAN DEVELOPMENT NETWORK WEBINAR SERIES

# Six building Blocks to Sustainable Urban Development

03, 09, 13, 17, 19 and 25 November 2020



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INTEGRATION.

ACHIEVING CROSS-SECTORAL INTEGRATION

17 November 2020, 10.00-12.00 CET

# Handbook of Sustainable Urban Development Strategies: general overview and the Cross-sectoral Integration building block

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# The Urban Development Network webinar series



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# Objectives of the webinar series

Main objective:

- to **augment our knowledge** on how integrated strategies of Sustainable Urban Development work

How?

- Learning from the **Handbook of Sustainable Urban Development Strategies**
- Listening to the **direct experience of practitioners** (urban authorities, managing authorities)
- Exchanging comments and information among **peers**, and in a dialogue with the **European Commission**

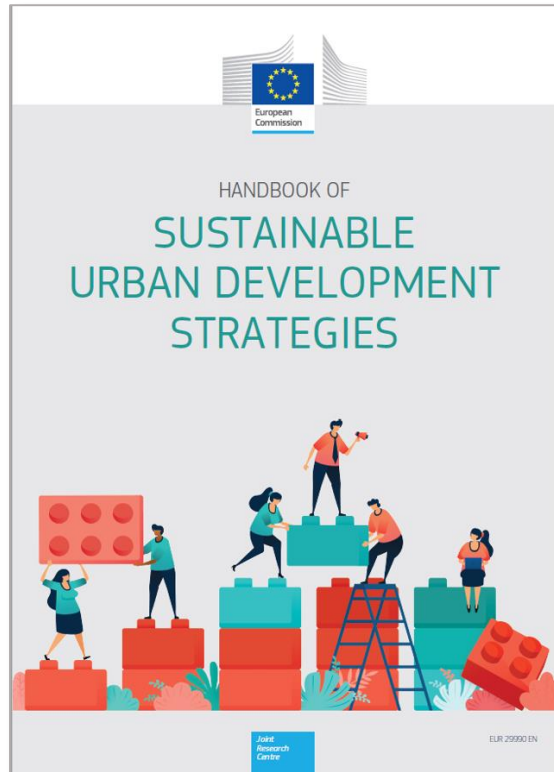


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# The Handbook in a nutshell



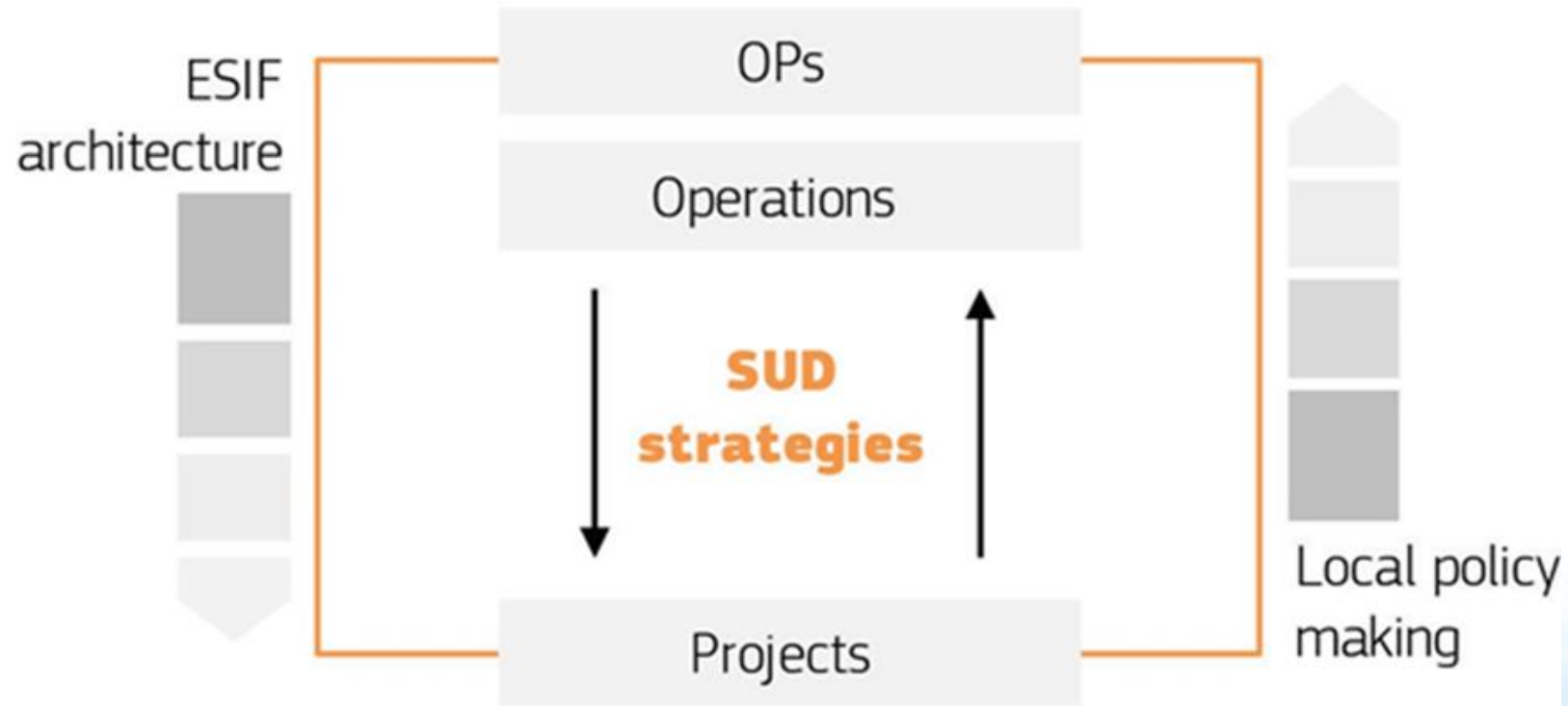
- It is a **policy-learning tool** which helps policy-makers (urban authorities, managing authorities) to design and implement integrated urban strategies
- It refers to Sustainable Urban Development supported by **ERDF in 2014-2020 and 2021-2027**.
- It tackles most critical and recurrent **issues and challenges** through **examples, data, external resources, recommendations**.

[urban.jrc.ec.europa.eu/urbanstrategies](https://urban.jrc.ec.europa.eu/urbanstrategies)



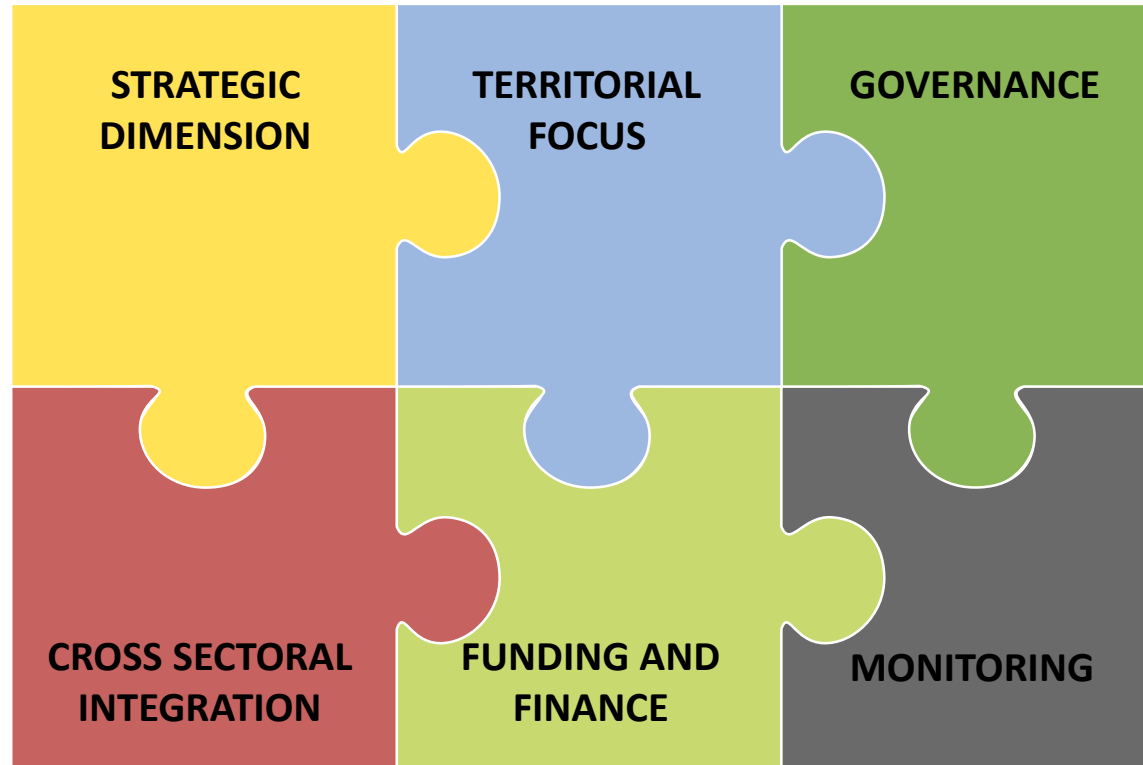
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# SUD strategies as bridges



# Six building blocks

It is structured around **six building blocks** – main principles – of the **EU integrated approach to urban development**





# Cross-sectoral integration



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# Cross-sectoral integration

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

- acknowledging the **multiple and interlinked dimensions** of urban issues;
- highlighting the necessary **complementarity of actions** on different policy areas to build a sustainable development;
- helping to **overcome the "silos" thinking**, linked to the sectoral/policy field division of functions characterising public organisations.



# Cross-sectoral integration

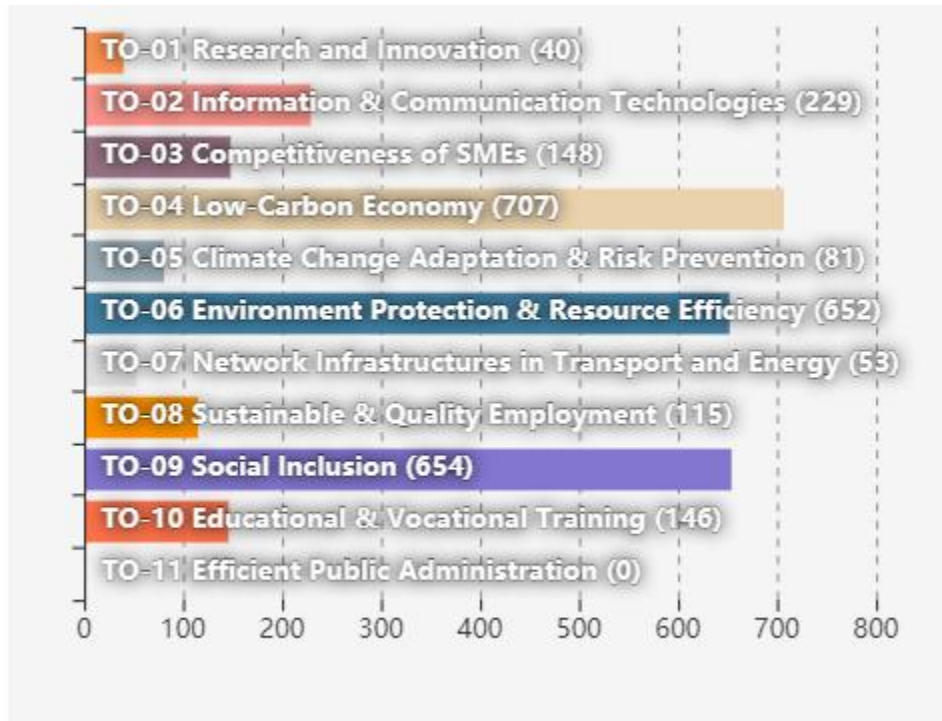
To apply cross-sectoral integration means therefore to:

- Ensure a **coherence** in principles and objectives **among different existing policy areas**;
- **Collaborate among different departments**, also across levels, to co-produce policies.

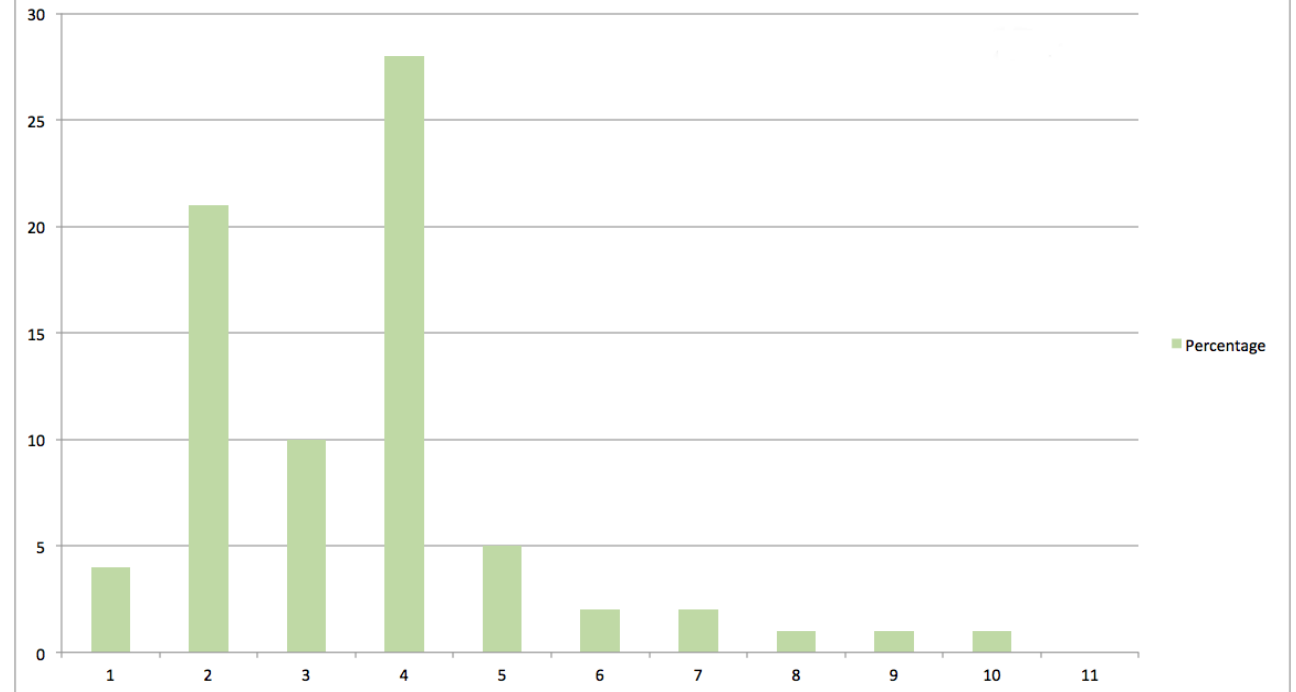


# Findings from 2014-2020

Thematic Objectives



Number of TOs ERDF



- **27%** of strategies integrates **4 Thematic Objectives**. Most used: TO4, TO6 and TO9
- **16%** uses **10 different keywords**. Most used: mobility, energy, social inclusion



# Main issues at stake

1. **Cross-sectoral integration within the cohesion policy structure**
2. **Cross-sectoral integration in territorial governance**



# 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



# Learning with cases/1



## 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 (Italy)





# 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



# Learning with cases/2

## 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)**



# Learning with cases/3

## Challenge



How to do cross-sectoral integration at local level in the implementation phase?

## Recommendations



- ✓ Invest in capacity-building to enhance officials' understanding of cross-sectoral integration (e.g. role of networks and experts).
- ✓ Include a broad network of stakeholders throughout the policy process to overcome possible bottlenecks in implementing integrated policies.



Learning from practice  
**The city of Alba Iulia (RO)**







**HANDBOOK:** [urban.jrc.ec.europa.eu/urbanstrategies](http://urban.jrc.ec.europa.eu/urbanstrategies)



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