

Trend Project, kick-off meeting - Reggio Calabria, 25-26 June 2019



Governance and integrated development in the metropolitan area of Reggio Calabria

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Index

- Governance and integrated development
- a methodological approach
- experiences in the metropolitan area of Reggio Calabria
 - Metropolitan Town
 - Rural Areas
 - Coastal Areas
- open Issues and challenges

Governance and integrated development

- Multifunctional agriculture and **plurality of decision makers**
- **Shift of the decisional power** from government to local governance (group of governmental organisations and not governmental ones, which work jointly within rural development processes (Marsden and Murdoch, 1998)).
- The traditional debate: Governmental intervention or free market?
- A new concept based on the economy guided by the market and at the same time, associated to social re-distributive policies (Goodwin, 1998).
- definition of possible new modalities of integration and co-ordination between the State and the Market
- new government styles identified in the governance in which the borders between the public and the private are dimmed (Stoker, '98)

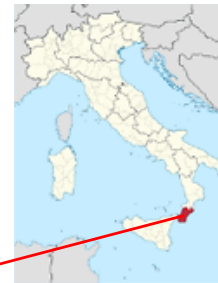
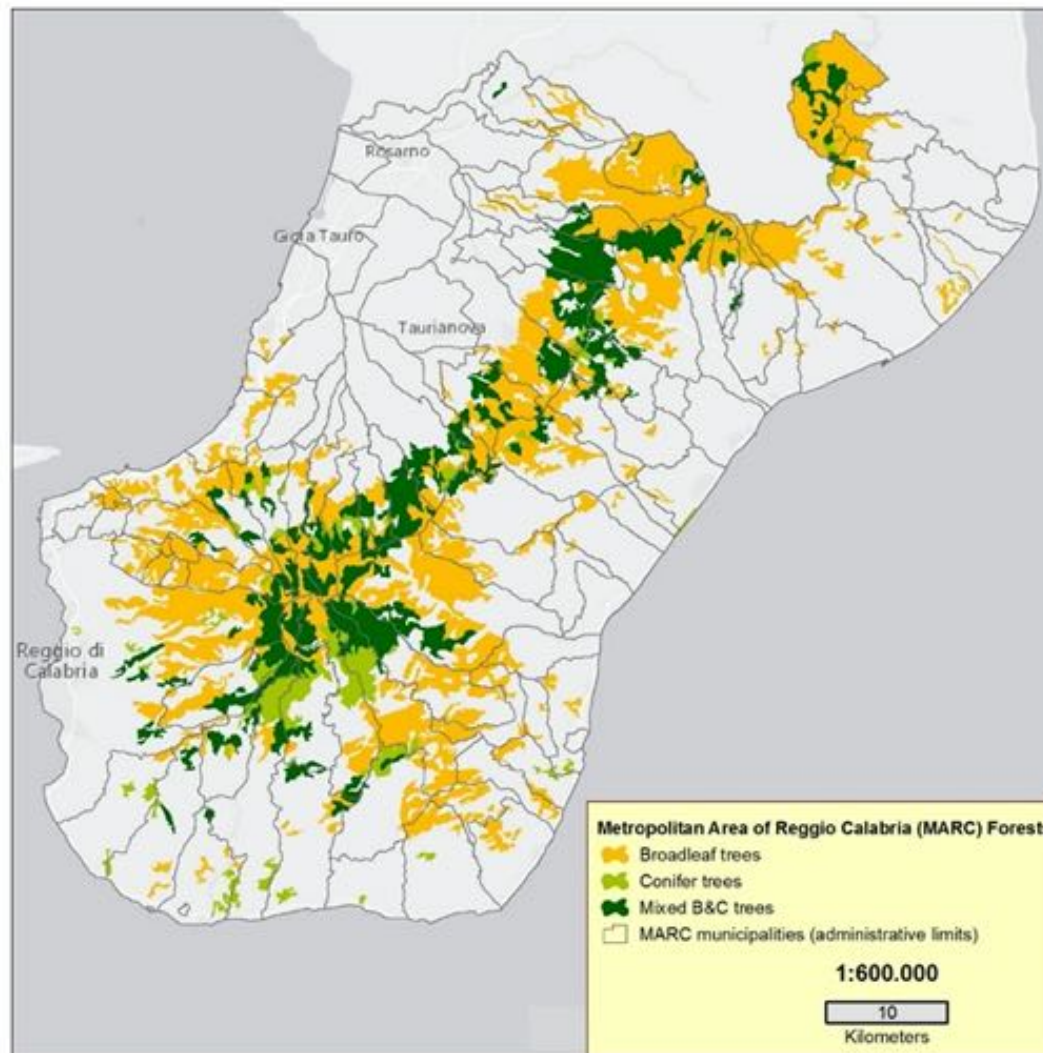
- From this point of view, the **government role** consists in identifying the actors and in developing opportunities and connections among them (**networks**), so that they can govern themselves by themselves.
- In spite of this, possibilities of **governance failures** can derive from strains and difficulties among various actors and institutions. Consequently, a governance does not represent necessarily a more efficient solution than that represented by the free market or the governmental intervention.
- Goodwin (1998) identifies in the **empirical search** the way for finding solutions to the issues previously tackled and for maintaining alive the importance of the governance topic.

Action Research..

- .. in order to reduce the gap between thinkers and doers.
- Beyond the consolidated concept of the third mission: **co-creation for sustainability** (also in order to build proper networks between the academic world and professionals, and to build a common language)
- In this framework university contributes to sustainable development also by identifying and implementing sustainability-advancing knowledge in collaboration with the local society (challenges and solutions are place bound)
- (Horizon 2020, Heritage Plus, and, in Italy, the National Operative Program)

Some questions

- How to avoid the “*silence of the users*”?
- How to integrate the view of a plurality of decisional actors into a single development plan?
- How to *minimize the conflicts* raising within the partnerships, among various actors and institutions (without avoiding cognitive conflicts)?
- **Key factor**: shared development strategy
- Possibility of utilization of decision-aid models in order to manage the conflicts raising in the phase of agreement, simplify the decisional process and facilitate the elaboration of a development strategy shared by all Partnership members

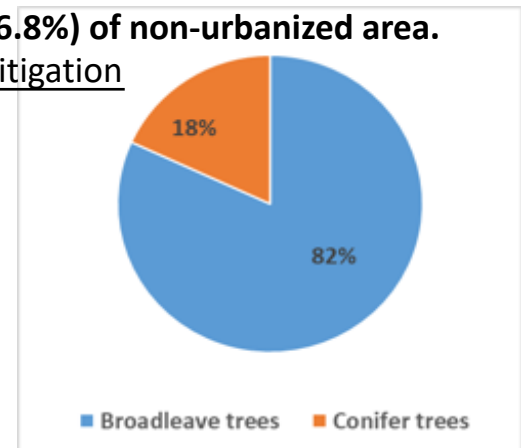


The “Metropolitan City” of Reggio Calabria (MARC) has an area of 3.210 km² and includes 97 municipalities.

The presence of an National Park within the perimeter of a Metropolitan Area (MA) represents a unique case in Europe and probably worldwide.

The forests of this MA cover a surface of 108,493 ha, and this makes the MARC rank 5th, among the 14 Italian MAs, in terms of forested area, and 1st for the extent (96.8%) of non-urbanized area.

Effective warming mitigation



PROGRAMMING TOOLS

- Metropolitan Strategic Plan (2017)
 - **“Patto per il Sud” Metropolitan Town of Reggio Calabria**
 - **“Decreto Reggio”**

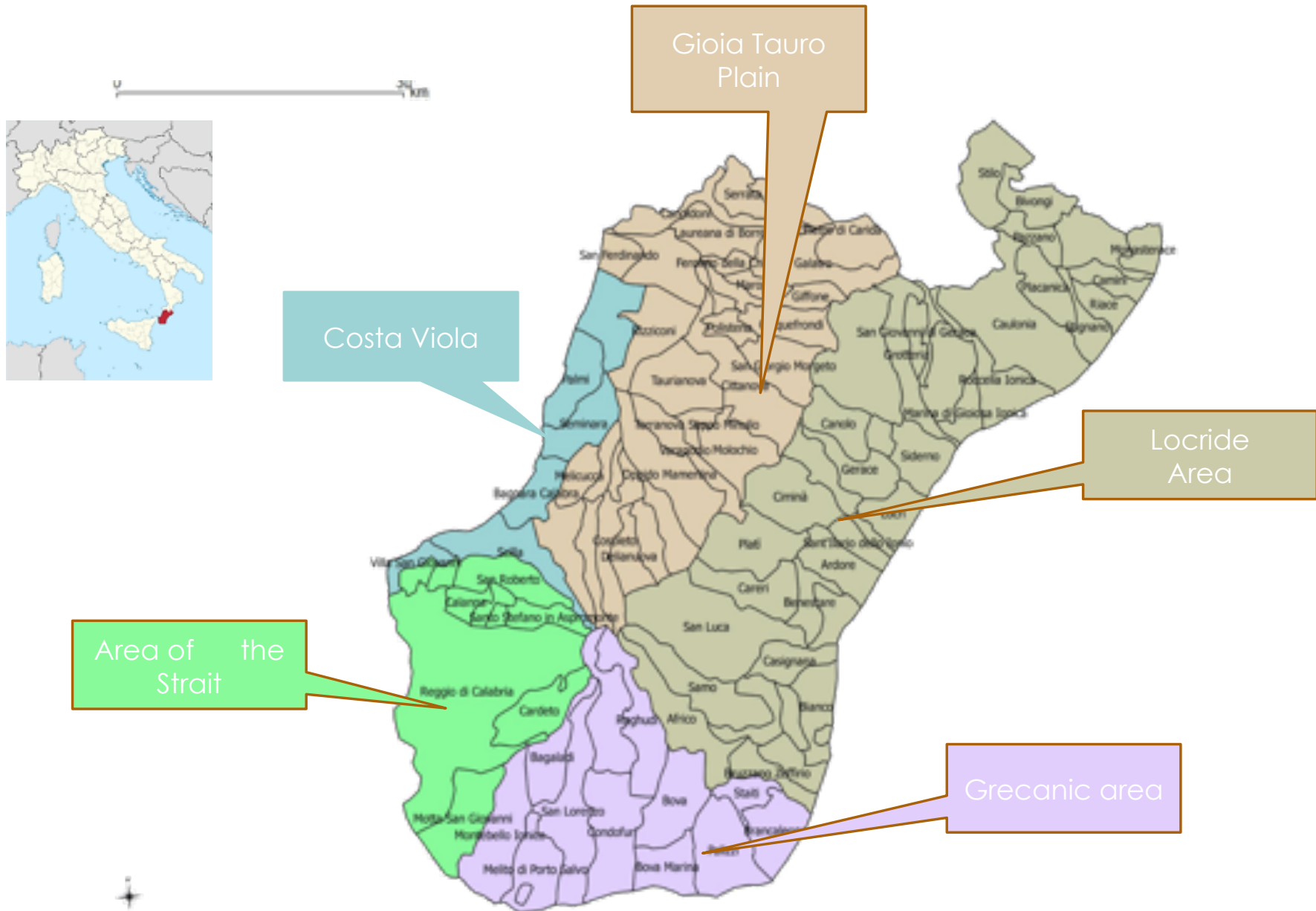
- **National Operational Programme 2014-2020 (PON-Metro Reggio Calabria)**

- **Regional Operational Programme of the European Regional Development Fund (ERDF – ROP Calabria 2014-2020)**
- **Regional Operational Programme of the European Social Fund (ESF 2014-2020)**
- **Rural Development Program (Regional) Calabria 2014/2020.**

Integrated Planning (2000-2019) at (sub)regional levels

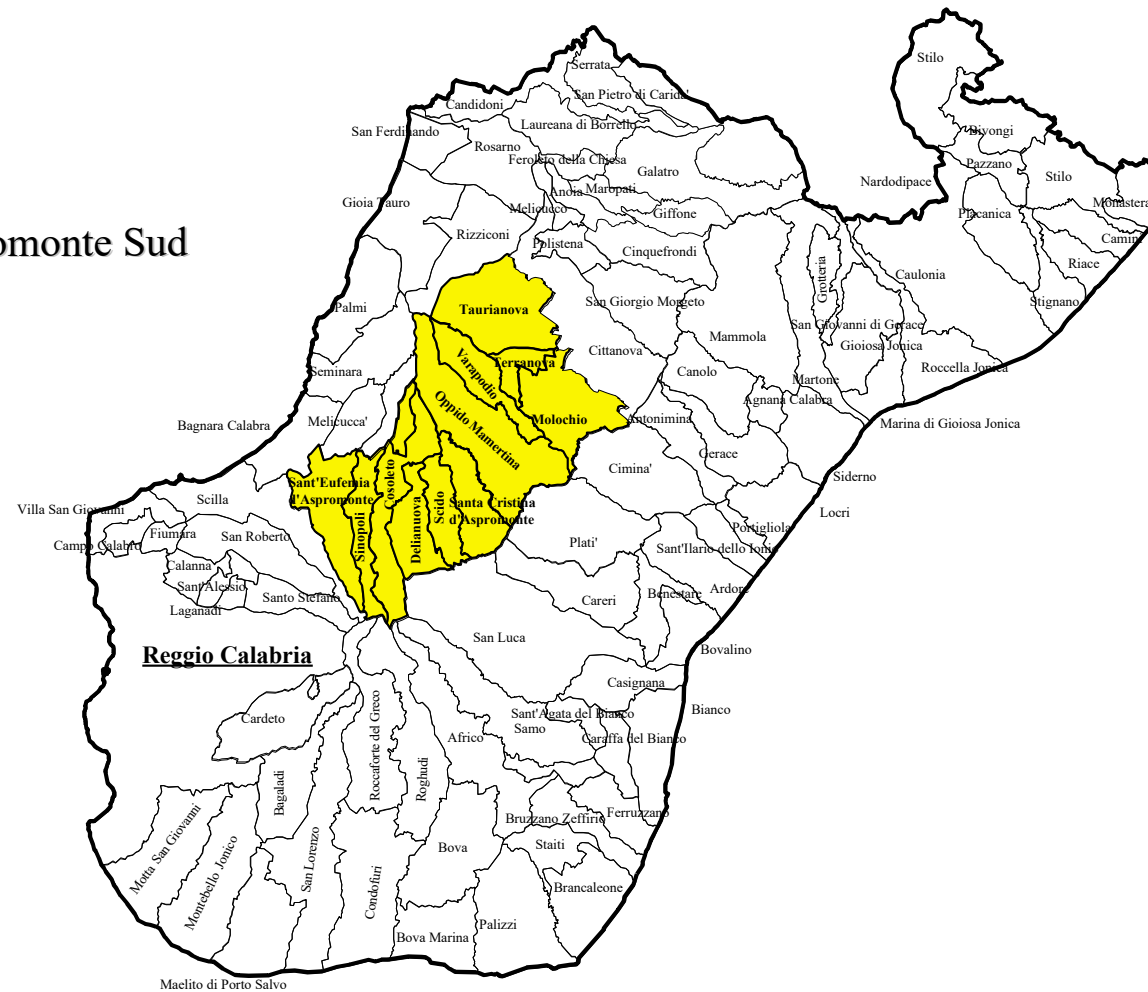
- **Many experiences, (in theory):**
 - *Rural Plans for Integrated Areas (PIAR)*,
 - Integrated Plans of supply chains (PIF),
 - Integrated Territorial Plans and Integ.Local dev. Plans (PIT, PISL)
 - Strategic Integrated Projects (PIS)
 - *Local Development Plans (Leader Approach: Lags and Flags)*
 - Rural and Agro-food Districts.
- **In practice:**
 - Some plans have been only partially implemented and with strong delays (PIT, PIAR, PISL, CLLD)
 - Meta-governance metagovernance issues badly tackled (PIT)

Metropolitan area of Reggio Calabria

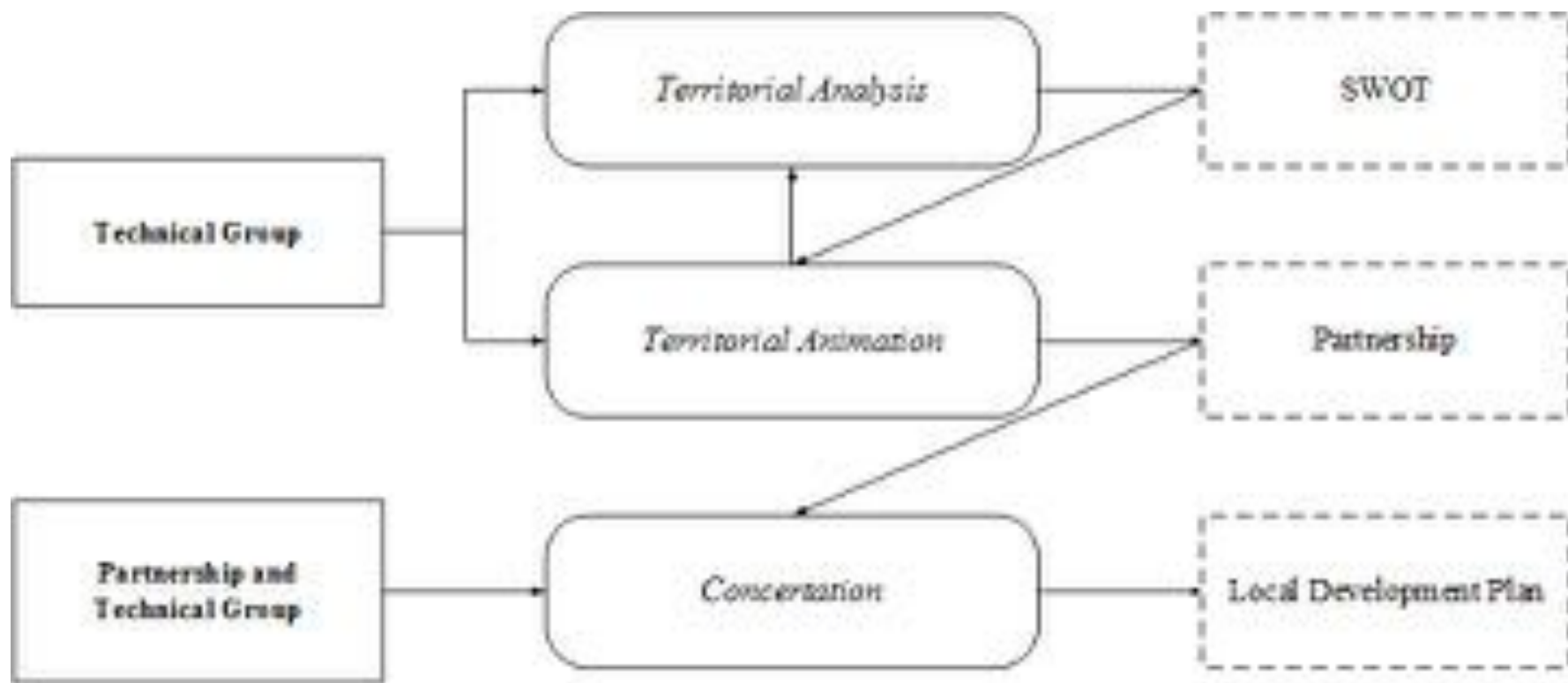


CASE STUDY 1: A DEVELOPMENT PLAN FOR RURAL AREAS

■ PIAR Aspromonte Sud



Mixed Methodology



Legend:



Socio-Economic Partnership

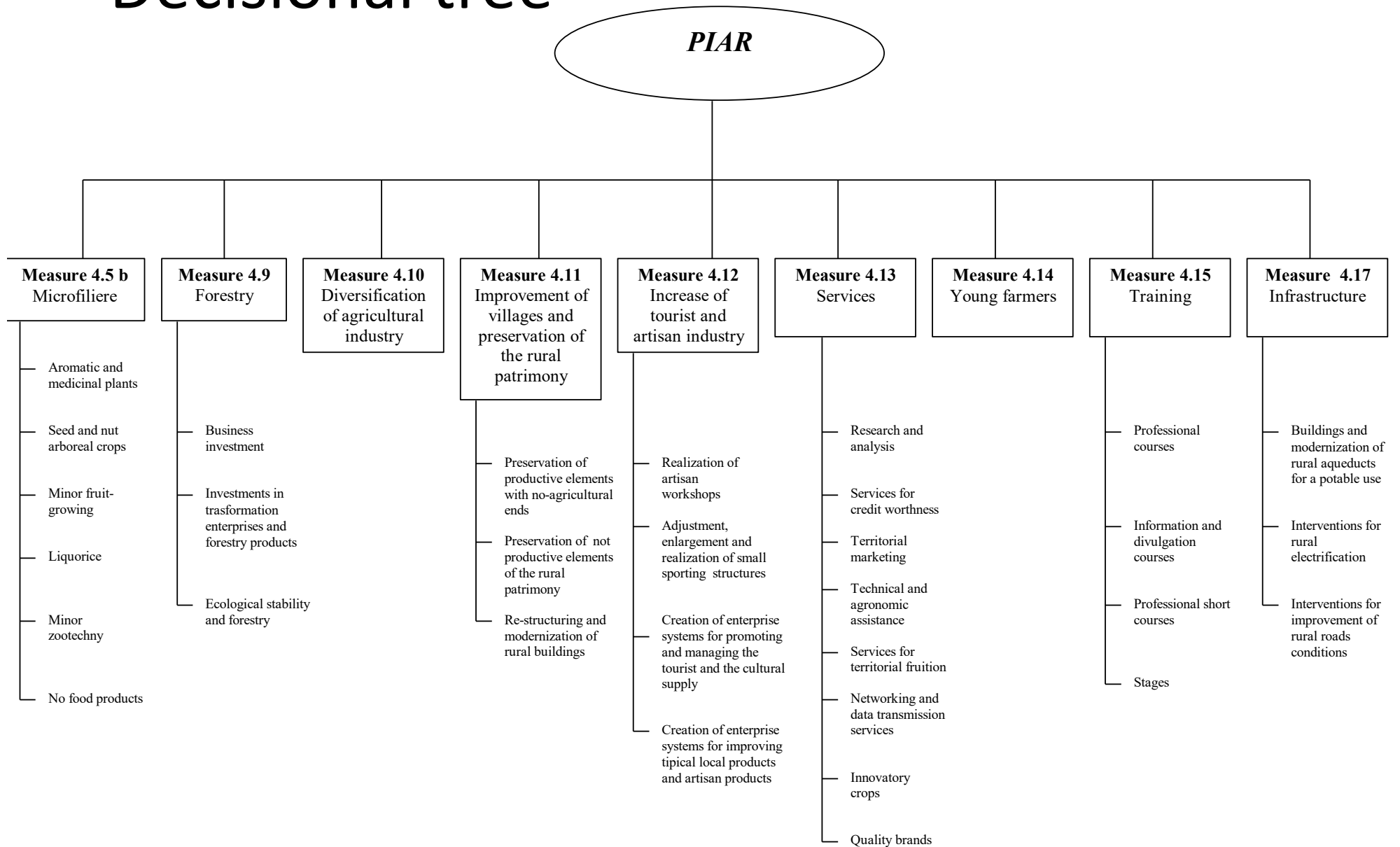
PUBLIC AUTHORITIES	Mountainous Community "Versante Tirrenico Meridionale"	POLITICIANS
	12 Municipal Administrations	TECHNICIANS
	DiSTaFA, University of the Studies "Mediterranean" in Reggio ARSSA (Services of Regional Agricultural Aid)	
GROUP OF LOCAL ACTION	LAG V.A.T.E.,	ASSOCIATIONS
PROFESSIONAL ORGANISATIONS	Confagricoltura (RC) Coldiretti (RC), APOR, CIA Confcooperative (RC)	
CATEGORY ASSOCIATIONS, TRADE UNIONS	Confcommercio; Confartigianato Confesercenti; CISL; CGIL, CONASCO, AGIA, WWF, associations and co-operatives working on territory	

The concertation phase

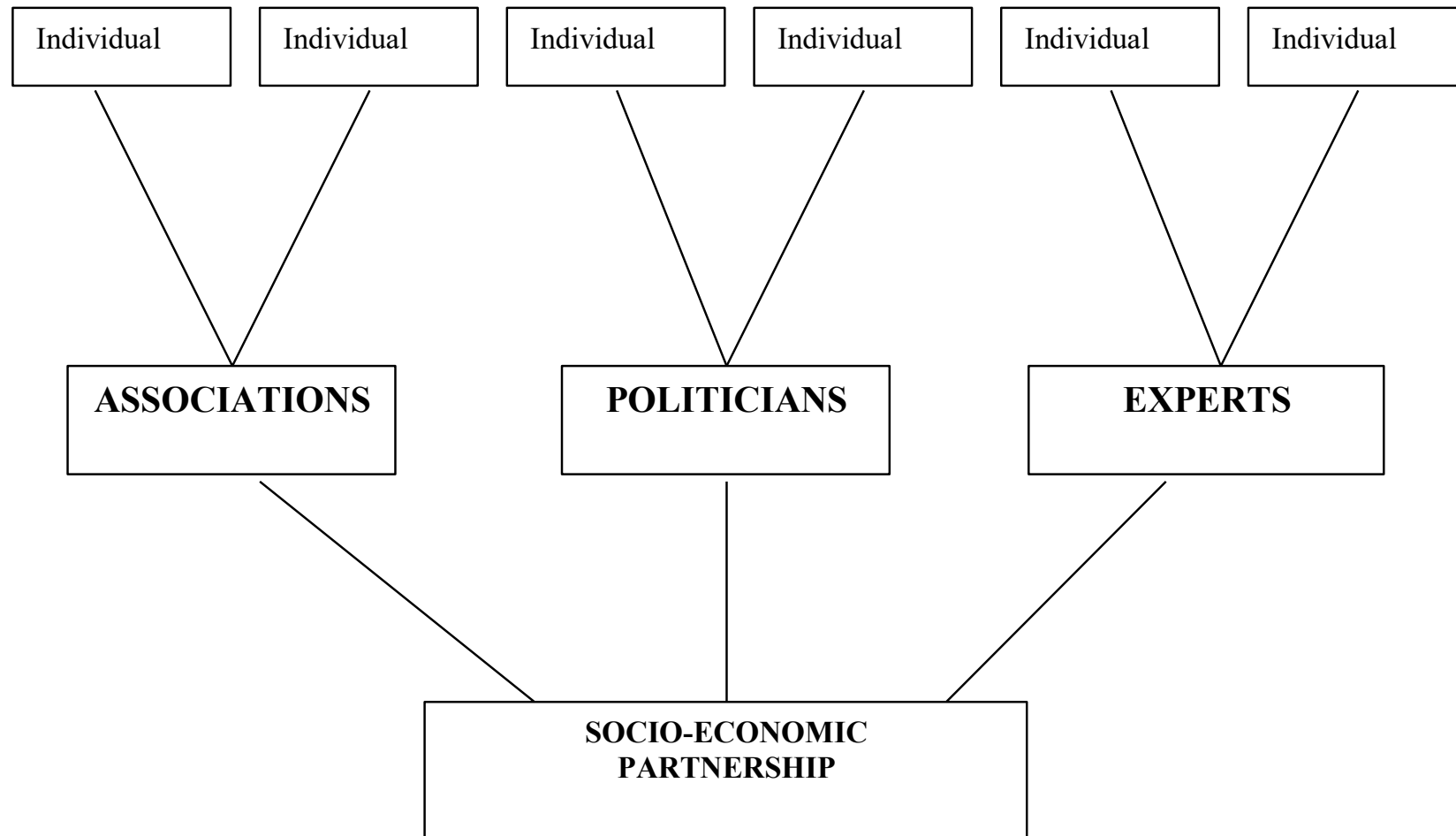
The **decision-aid model** has two objectives:

- **defining the priorities** related to resource allocation by transforming the individual preferences of the SEP members from qualitative into quantitative terms (AHP, Saaty);
- **simplifying the convergence process** of individual preferences towards an allocation of financial resources shared by the whole partnership (phased convergence process).

Decisional tree



The phased convergence process



- RESULTS: The financial allocation of PIAR resources at the measure level

	ASSOCIATIONS	POLITICIANS	EXPERTS	Weighted average	Final allocation
MEASURES					
Microfilierie	8,0%	5,4%	7,8%	7,4%	7,5%
Forestry	8,2%	4,8%	7,5%	7,2%	7,0%
Diversification of agricultural industry	9,0%	12,2%	9,9%	10,0%	10,1%
Improvement of Rural Patrimony	9,6%	11,7%	8,7%	9,6%	8,7%
Increase of tourist and artisan industry	14,4%	10,6%	11,2%	12,3%	6,6%
Services	18,8%	9,5%	13,8%	14,8%	18,1%
Young farmers	9,4%	18,7%	13,0%	12,7%	12,8%
Training	15,6%	9,8%	18,7%	15,9%	6,0%
Infrastructure	6,9%	17,3%	9,4%	10,0%	23,4%
<i>Total</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>	<i>100%</i>
Weights (w)					
Associations	39,5%	32,4%	40,9%	37,6%	
Politicians	12,7%	23,2%	20,7%	18,9%	
Experts	47,8%	44,4%	38,4%	43,6%	

.. PIAR from 2000 to 2020

- *Implementation*

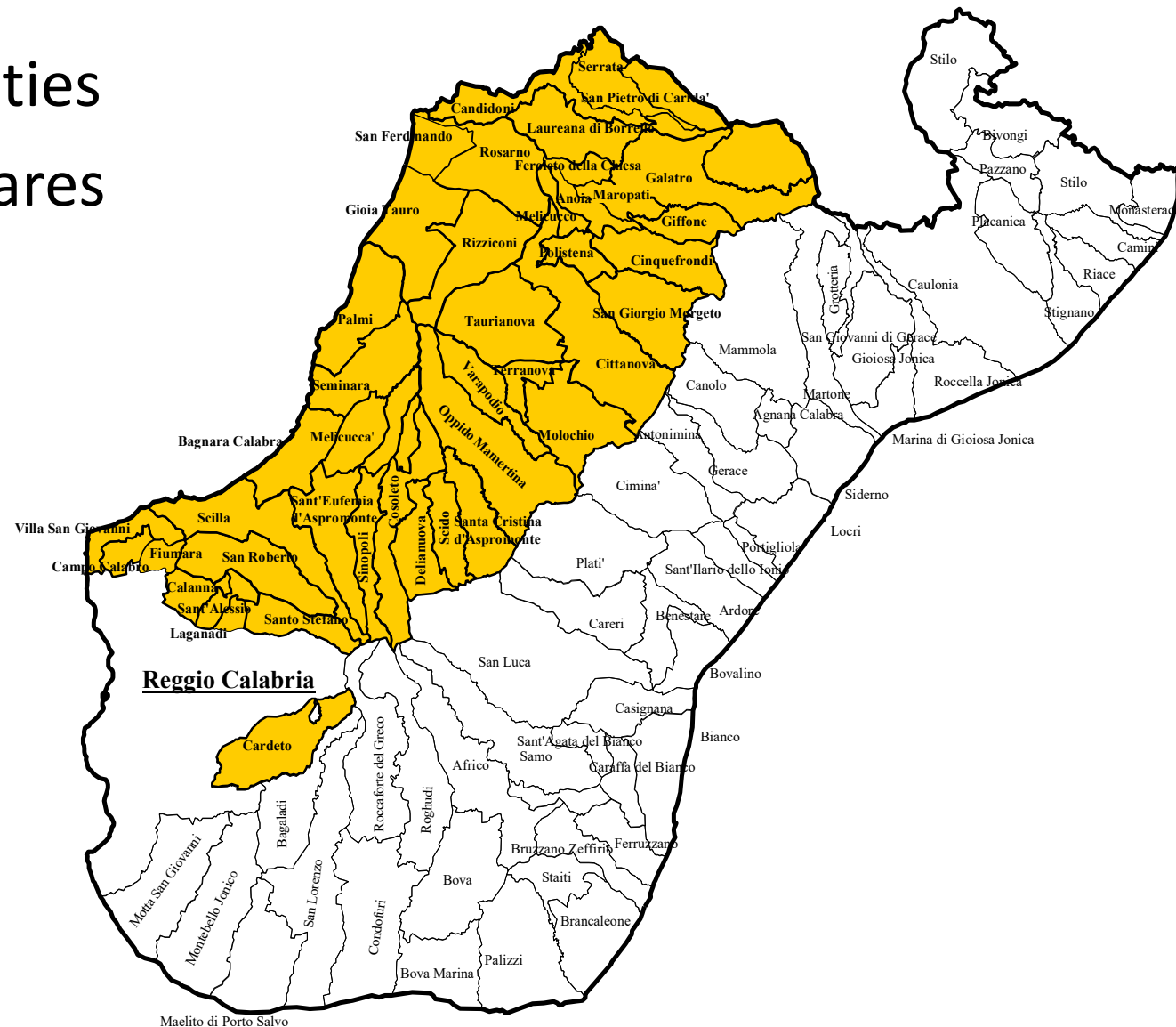
- *the long wait for PIAR (2002-2008)*
- *from the long wait to the frenetic expenditure*

- *The new PIAR (2007-2013 and 2014-2020)*

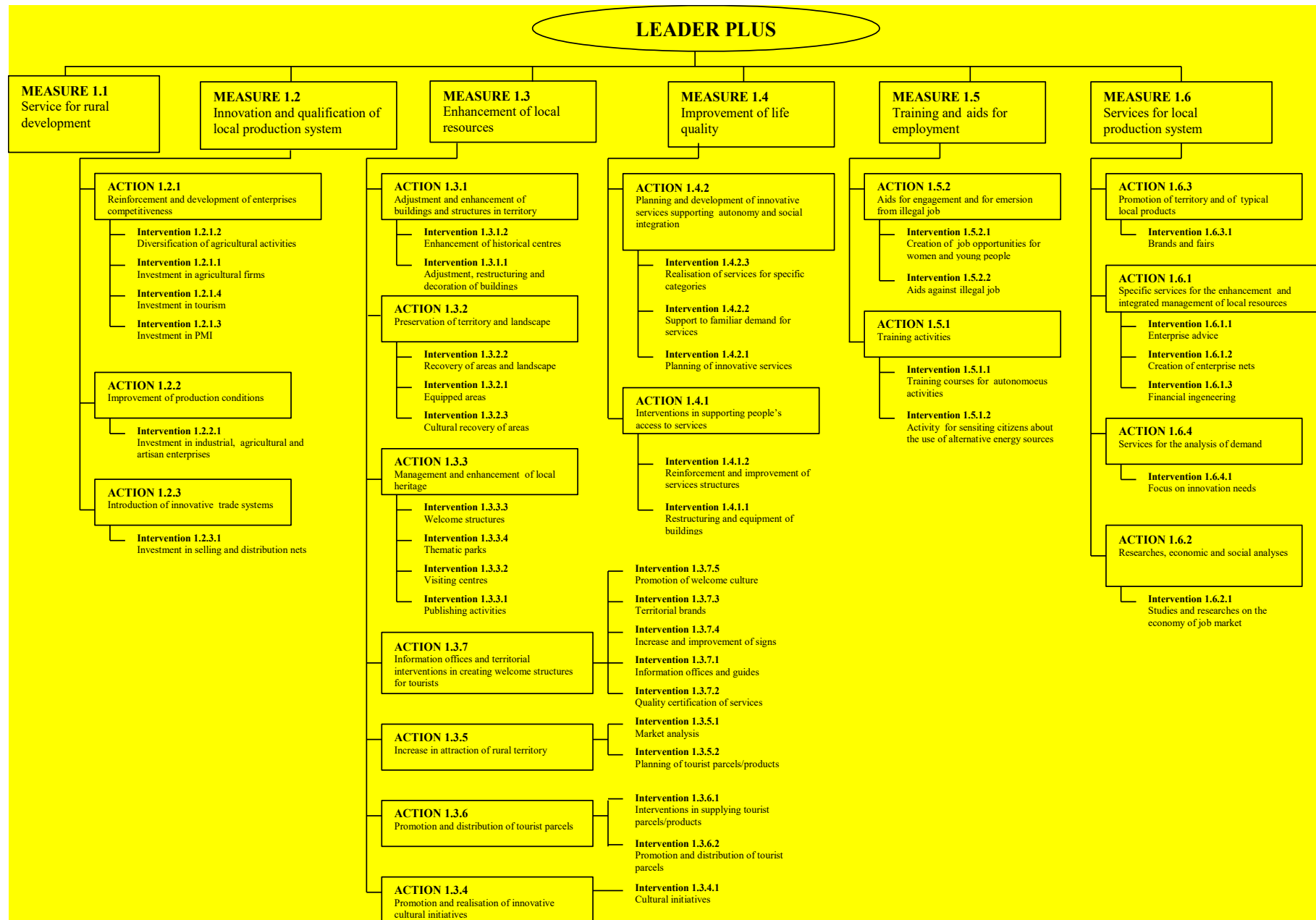
- *Is it useful a partnership?*
- *the reduction of the decisional tree*

Case study 2 - Leader Plus Area “Reggino Versante Tirrenico”

- 44 Municipalities
- 115.000 hectares

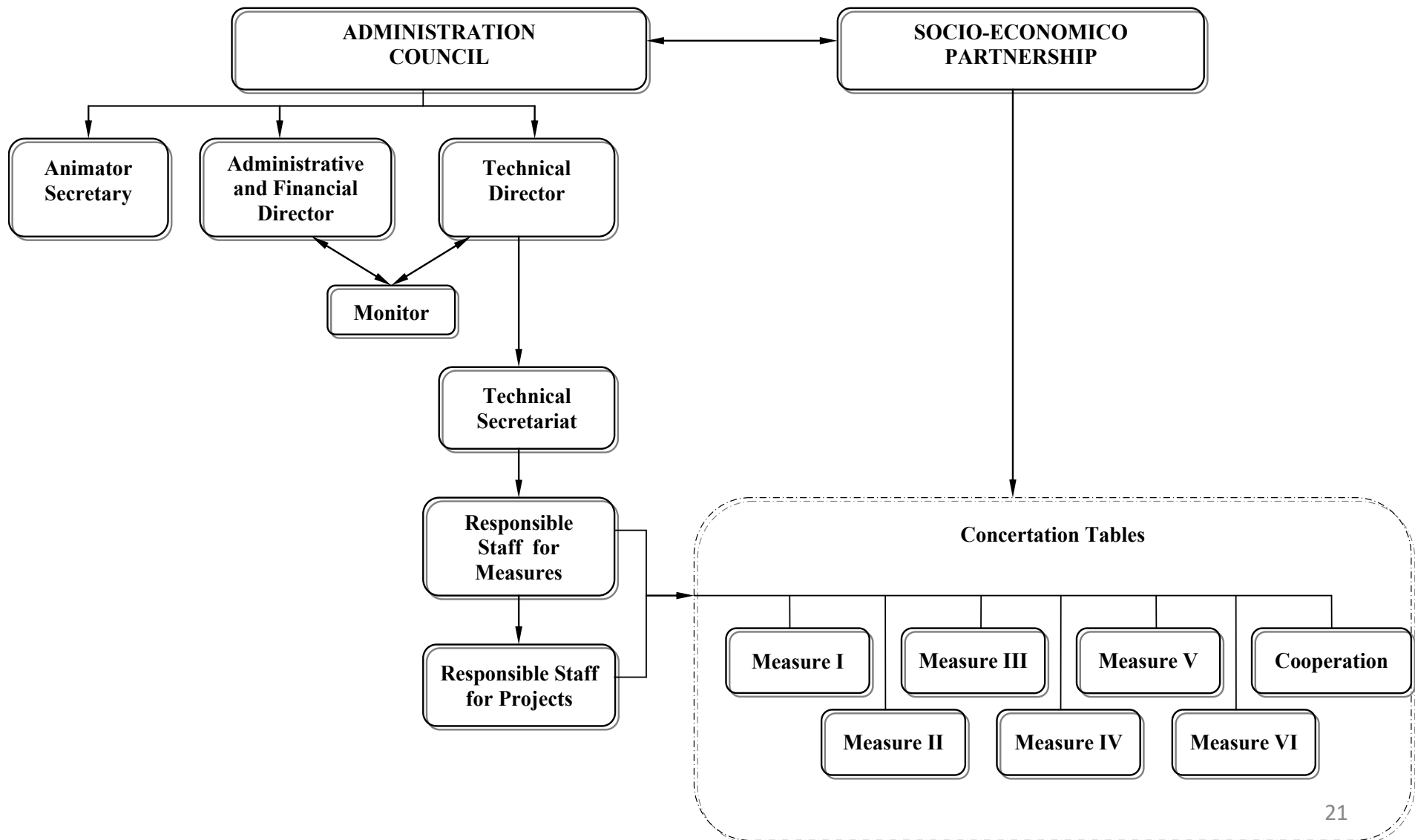


- The Local Development plan



The organizational structure of the LAG

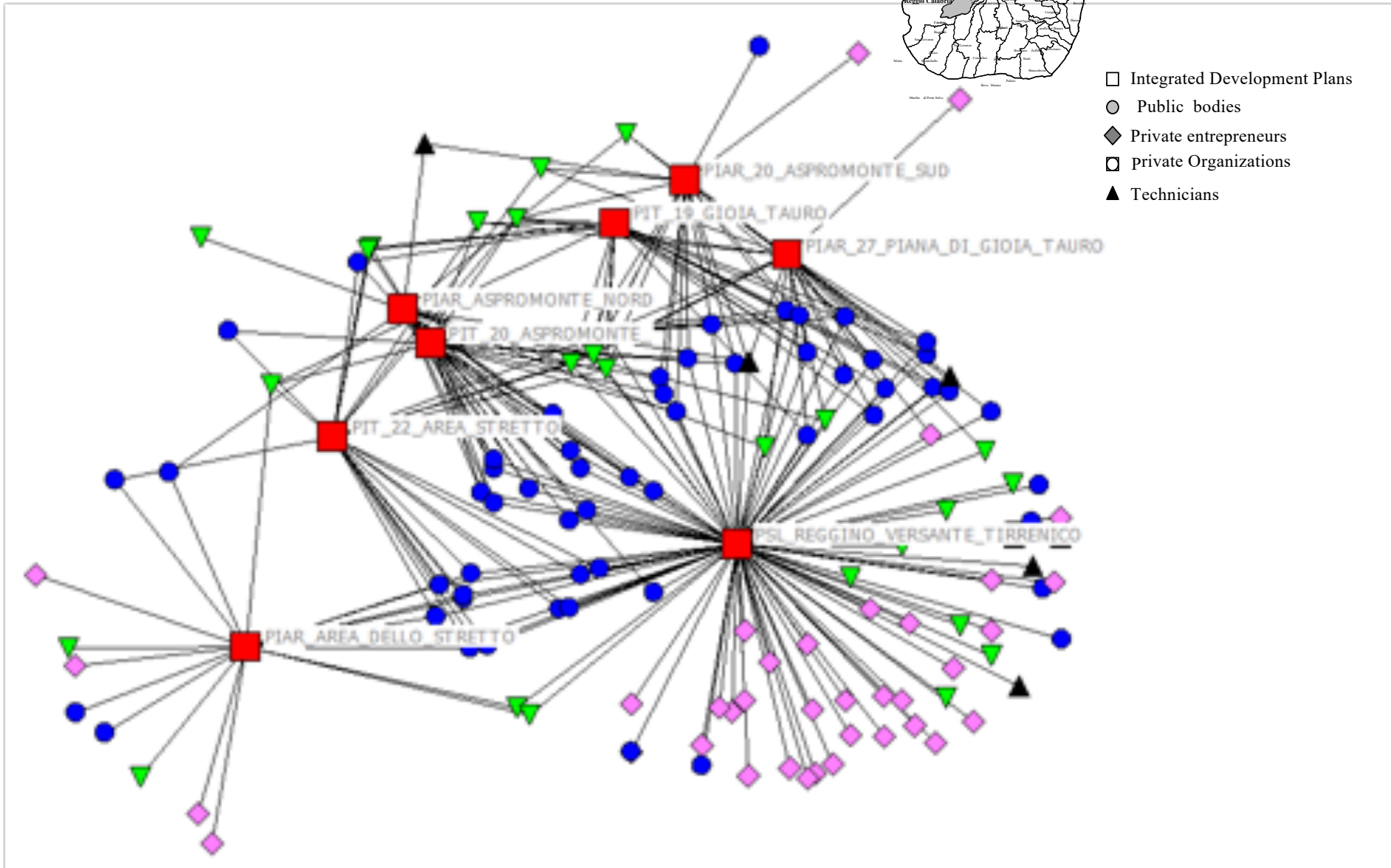
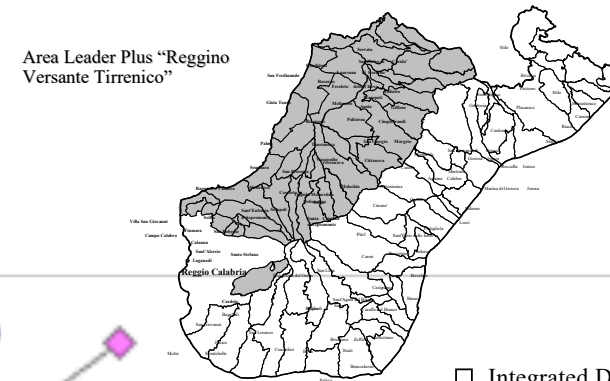
a dual governance model



- Integrated plans

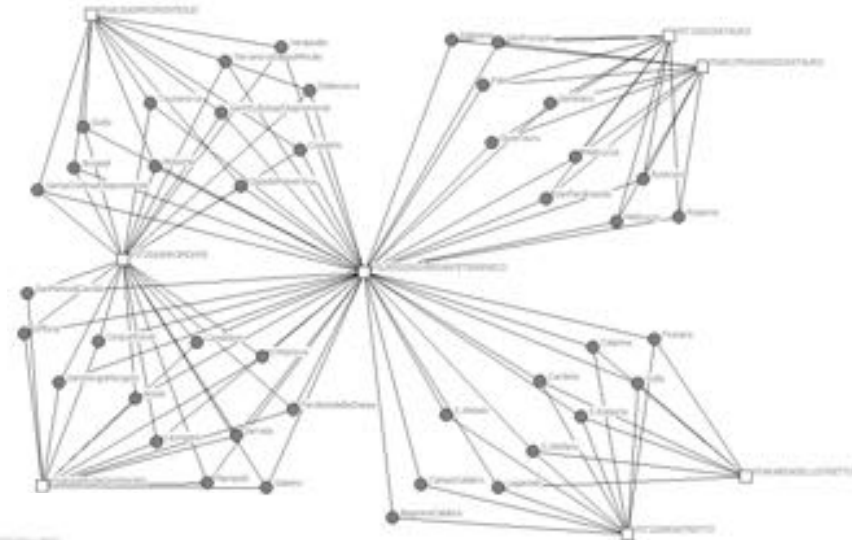
Affiliation matrix (2000/2009)

- Leader+ was the Main development strategy for the 44 Municipalities:

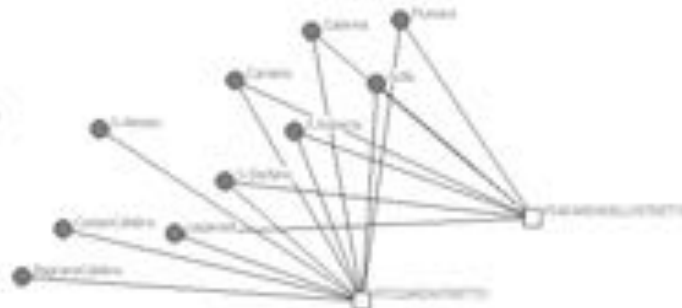
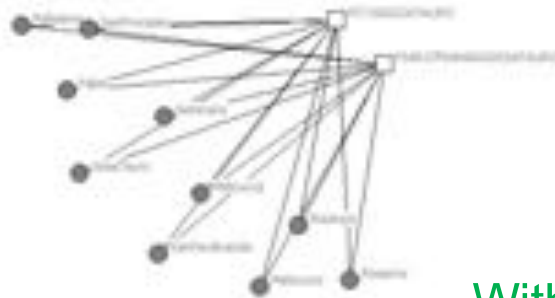
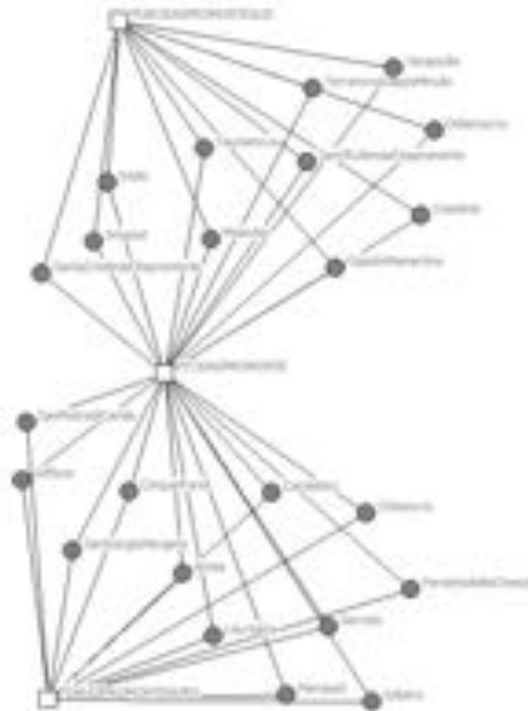


- Centrality of the LAG (Leader+) in the area

With LAG
(Leader+)



Without LAG
(Leader+)

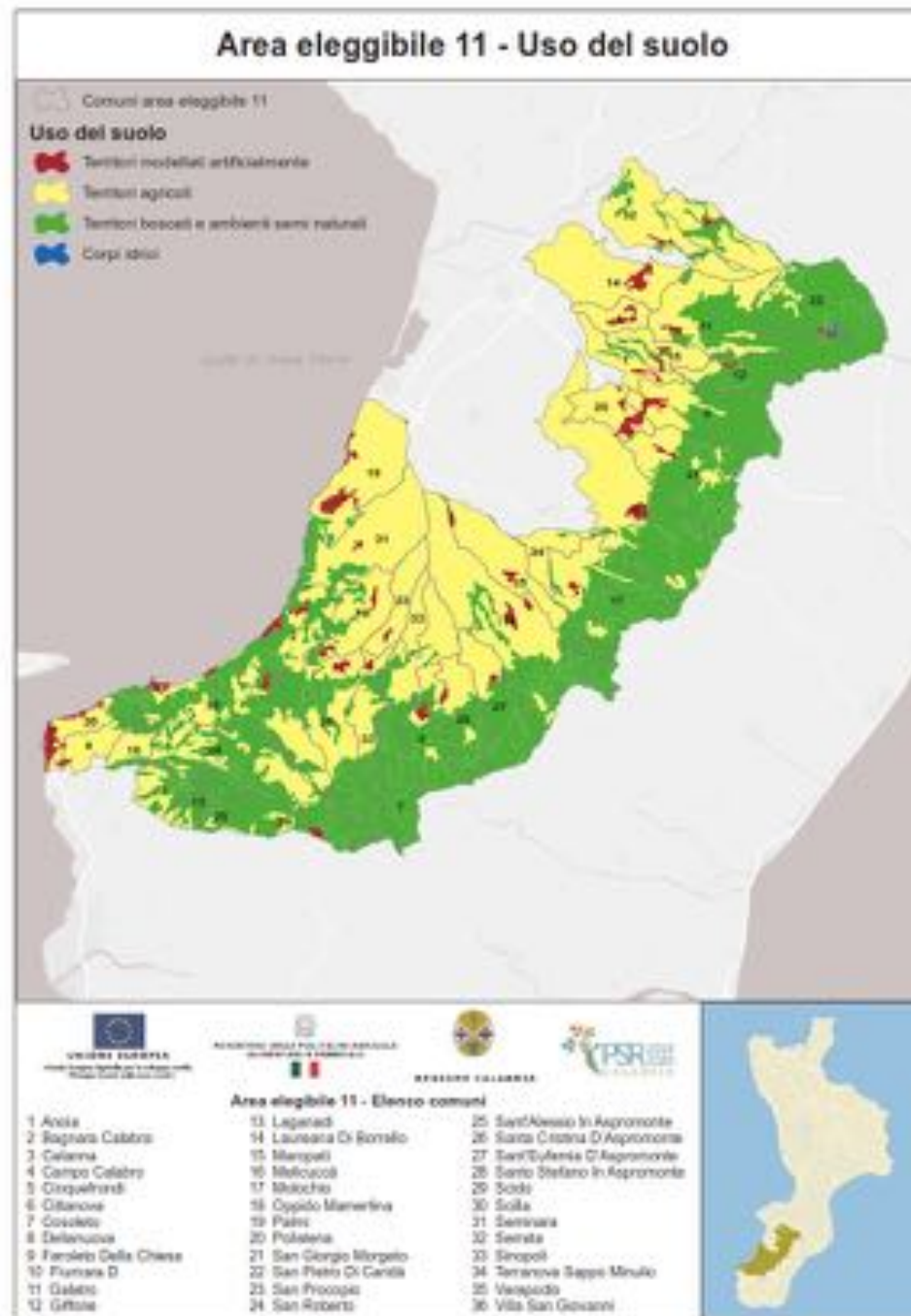


□ Integrated Plans
● Municipalities

LAG BATIR (2014/22)

- Territorial Analysis
- Involvement in Administrative Council

Cooperation projects (2000-2019)
Lags in Portugal, Spain, Greece,
Germany, Finland, Sweden, France,
Scotland..



A wide-angle photograph of a lush, mountainous landscape. In the foreground, a river flows through a dense forest of green trees and shrubs. A small, simple dam or weir is visible in the middle ground, where the river's flow is slightly obstructed. The background features rolling hills and mountains, some with patches of bare earth or different vegetation, under a bright blue sky with scattered white clouds. The overall scene is a natural, scenic view of a mountainous region.

The mountainous area















The
coastal
area



- "Costa Viola"





Traditional marketing system

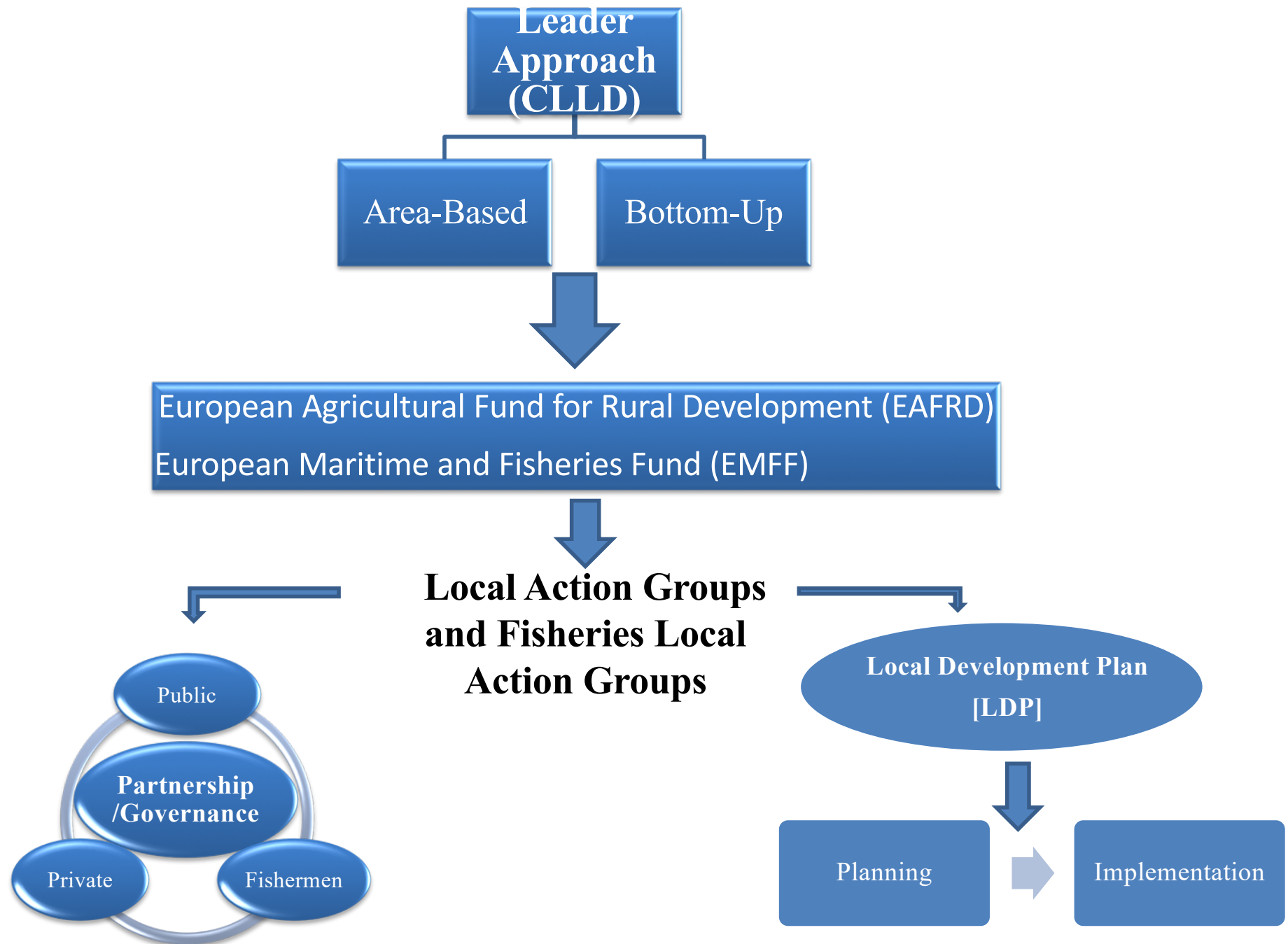






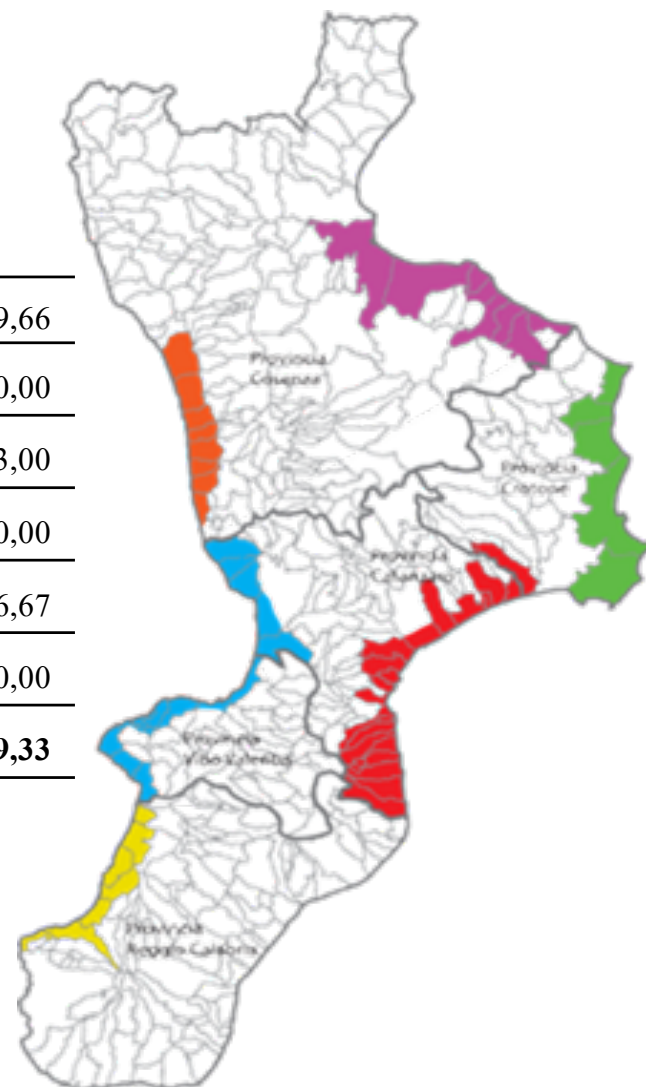
Calabrian traditional “Spadara” in the Thyrrhenian Sea





The Flags in in Calabria: the initial budget for the local development plans

FLAG “I Borghi Marinari della Sibaritide”	2.851.099,66
FLAG “Costa degli Dei”	2.877.000,00
FLAG “La Perla del Tirreno”	2.848.773,00
FLAG “CostiHera”	2.000.000,00
FLAG dello Stretto	2.925.266,67
FLAG Medio Ionio	2.902.000,00
Totale	16.404.139,33



The Socio Economic Partnerships in Calabria

	<i>BorMas</i>	<i>Costa degli Dei</i>	<i>La Perla del Tirreno</i>	<i>CostiHera</i>	<i>Medio Ionio</i>	<i>GAC dello Stretto</i>
<i>Public bodies</i>						
<i>Municipalities</i>	8	12	8	5	19	7
<i>Provinces</i>	1	2	0	1	1	0
<i>Research centers</i>	0	1	0	2	0	5
	9	15	8	8	20	12
<i>First private group</i>						
<i>Associations</i>	3	3	4	7	8	4
<i>Fisheries organizations</i>	3	1	1	9	4	7
<i>Fisheries (Individual companies)</i>	1	0	0	1	2	22
	7	4	5	17	14	33
<i>Second private group</i>						
<i>Local Action Groups</i>	0	0	0	1	2	3
<i>Environmental sector</i>	0	4	0	2	1	0
<i>Social Sector</i>	0	1	0	2	5	5
<i>Commercial Sector</i>	0	0	2	3	3	1
<i>Other private stakeholders</i>	3	5	6	3	11	23
	3	10	8	11	22	32
<i>totale</i>	19	29	21	36	56	77



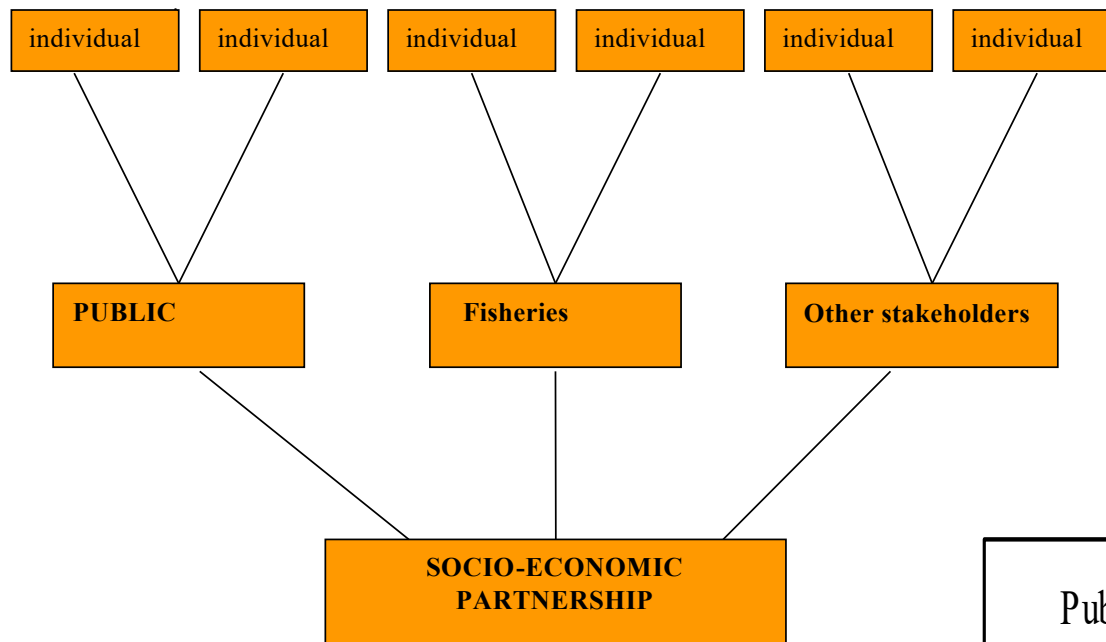
FLAG area



Territorial animation

Socio-Economic Partnership of the Stretto Coast Flag

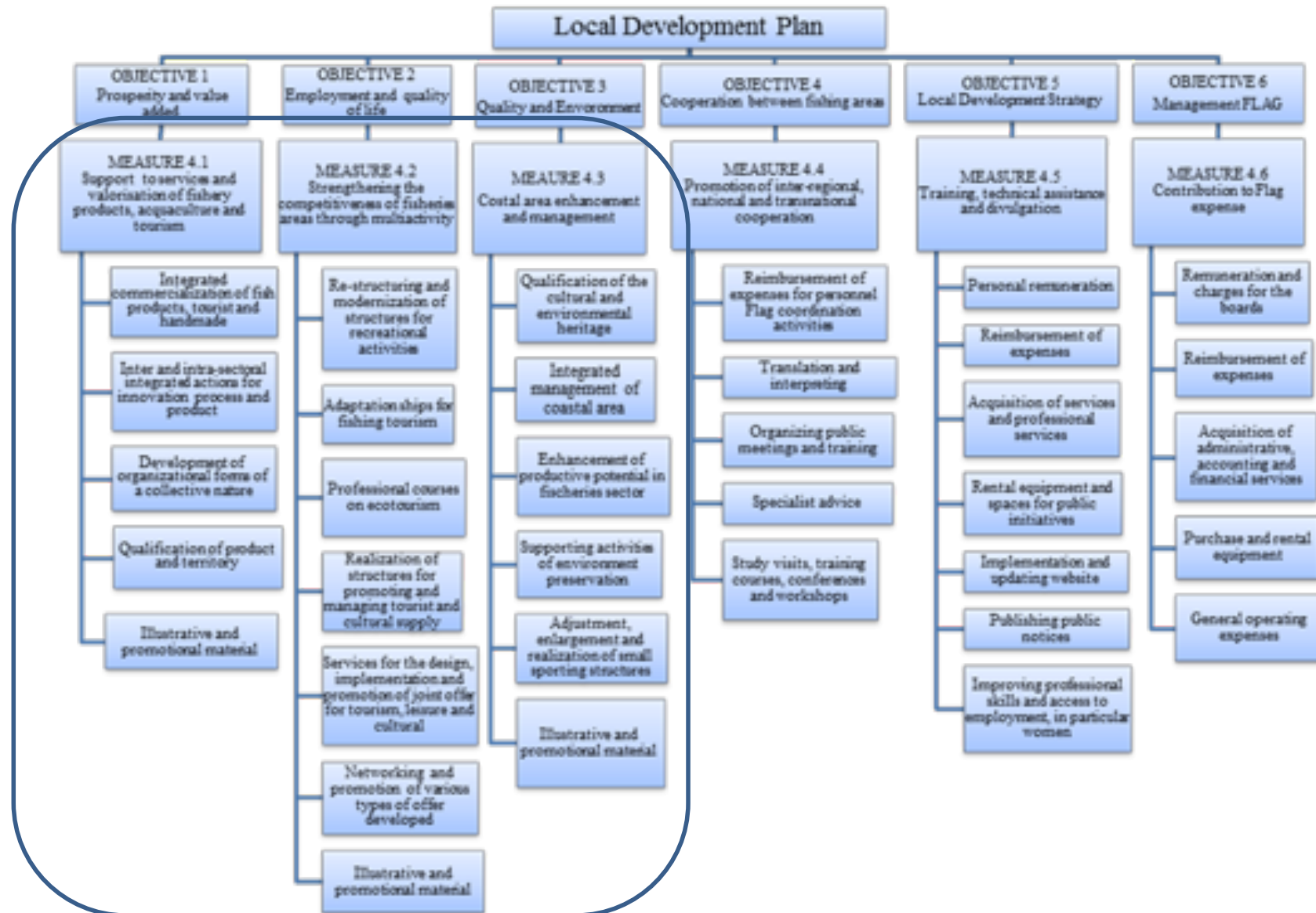
Component	Typology actors	Number Actors
Public	Municipal administrations; University; Local Health Authority; schools	11
Private 1: fisheries actors	Fishermen, fishery cooperatives, individual and/or associated fish farm, seafood processing industries, fishery associations, observatory	33
Private 2: other stakeholders	Tourism operators, traders, shipbuilding operators, cultural and environmental associations, professional organizations, trade unions	33



The phased convergence process

	Public	Private 1: Fisheries	Private 2 : Other Stakeholders
Public	43.59%	12.00%	17.16%
Private 1: Fisheries	31.57%	66.73%	27.43%
Private 2 : Other Stakeholders	24.48%	21.27%	55.41%
	24.25%	41.91%	33.84%

Concertation



Hierarchical structuring of the decisional problem

Financial allocation of resources at the measures and interventions level

Levels	Measures and Interventions	Financial allocation	
		%	€
Measure 4.1	Products and services	28,25	565.000,00
	<i>Interventions</i>		
	4.1.1 Commercialization	22,69	128.200
	4.1.2 Inter and intra-sectoral integrated actions for innovation process and product	28,37	160.300
	4.1.3 Development of organizational forms of a collective nature	24,78	140.000
	4.1.4 Qualification of product and territory	14,50	81.900
	4.1.5 Illustrative and promotional material	9,66	54.600,00
Measure 4.2	Quality of life/Diversification	16,08	321.500
	<i>Interventions</i>		
	4.2.1 Re-structuring and modernization of structures for recreational activities	23,17	74.500
	4.2.2 Adaptation ships for fishing tourism	18,04	58.000
	4.2.3 Professional courses on ecotourism	16,49	53.000
	4.2.4 Realization of structures for promoting and managing tourist and cultural supply	-	-
	4.2.5 Services for the design, implementation and promotion of joint offer	14,93	48.000
	4.2.6 Networking and promotion	27,37	88.000
	4.2.7 Illustrative and promotional material	-	-
Measure 4.3	Enhancement and coastal area management	20,68	413.500,00
	<i>Interventions</i>		
	4.3.1 Qualification of the cultural and environmental heritage	33,75	139.575
	4.3.2 Integrated management of coastal area	16,66	68.900
	4.3.3 Enhancement of productive potential in fisheries sector	-	-
	4.3.4 Supporting activities of environment preservation	20,42	84.450
	4.3.5 Adjustment, enlargement and realization of small sporting structures	20,83	86.125
	4.3.6 Illustrative and promotional material	8,33	34.450
Measure 4.4	Promotion of inter-regional, national and transnational cooperation	10,00	200.000
Measure 4.5	Training, technical assistance and divulgation	15,00	300.000
Measure 4.6	Contribution to Flag expence	10,00	200.000
Total Flag			2.000.000,00

... The implementation phase*the delays and..* ...

Burocratic phases (Axix 4):

		data		2007	2008	2009	2010	2011	2012	2013
1	CE REG 1198/2006	27.07.2006								
2	Guidelines FEP	26.03.2007	2-1	8						
3	Strategic National Plan	20.09.2007	3-2	6						
4	Operative National Programme (PON)	19.12.2007	4-3	3						
5	Multiregional Agreement (for the allocation of financial resources)	18.09.2008	5-4		9					
6	PON modifications	22.12.2010	6-5				27			
7	Regional Announcement	08.02.2011	7-6					2		
8	First stage of Pre-selection	30.09.2011	8-7						7	
9	Temporary ranking of the FLAGS	16.04.2012	9-8						7	
10	Final ranking of the FLAGS	25.06.2012	10-9						2	
11	Decree of financing	24.07.2012	11-10						1	
12	First public announcements of the FLAGS	13.09.2013	12-11							14

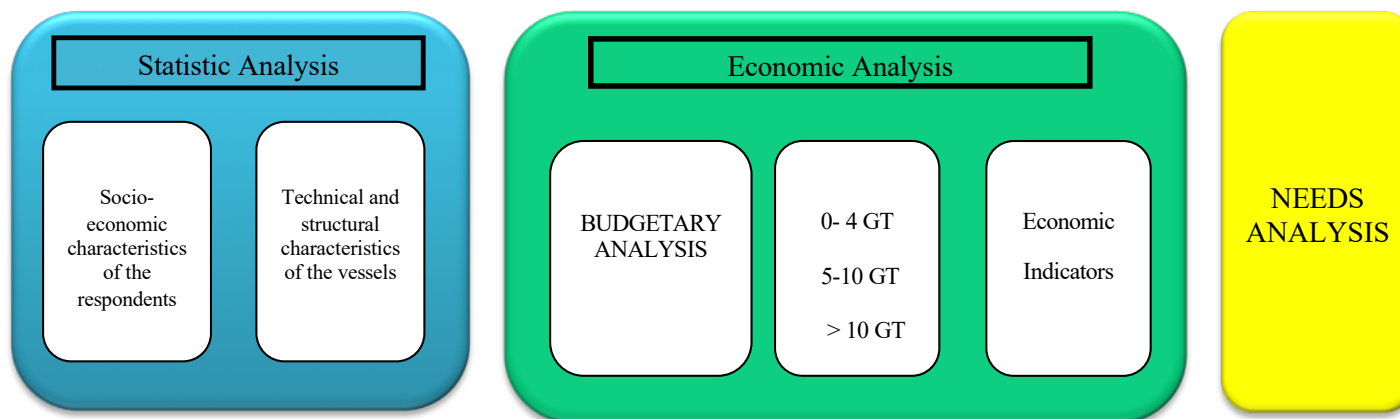
... *2 financial remodeling* that led to a financial cut of 50% of the financial resources.

Analysis of Relational capital...

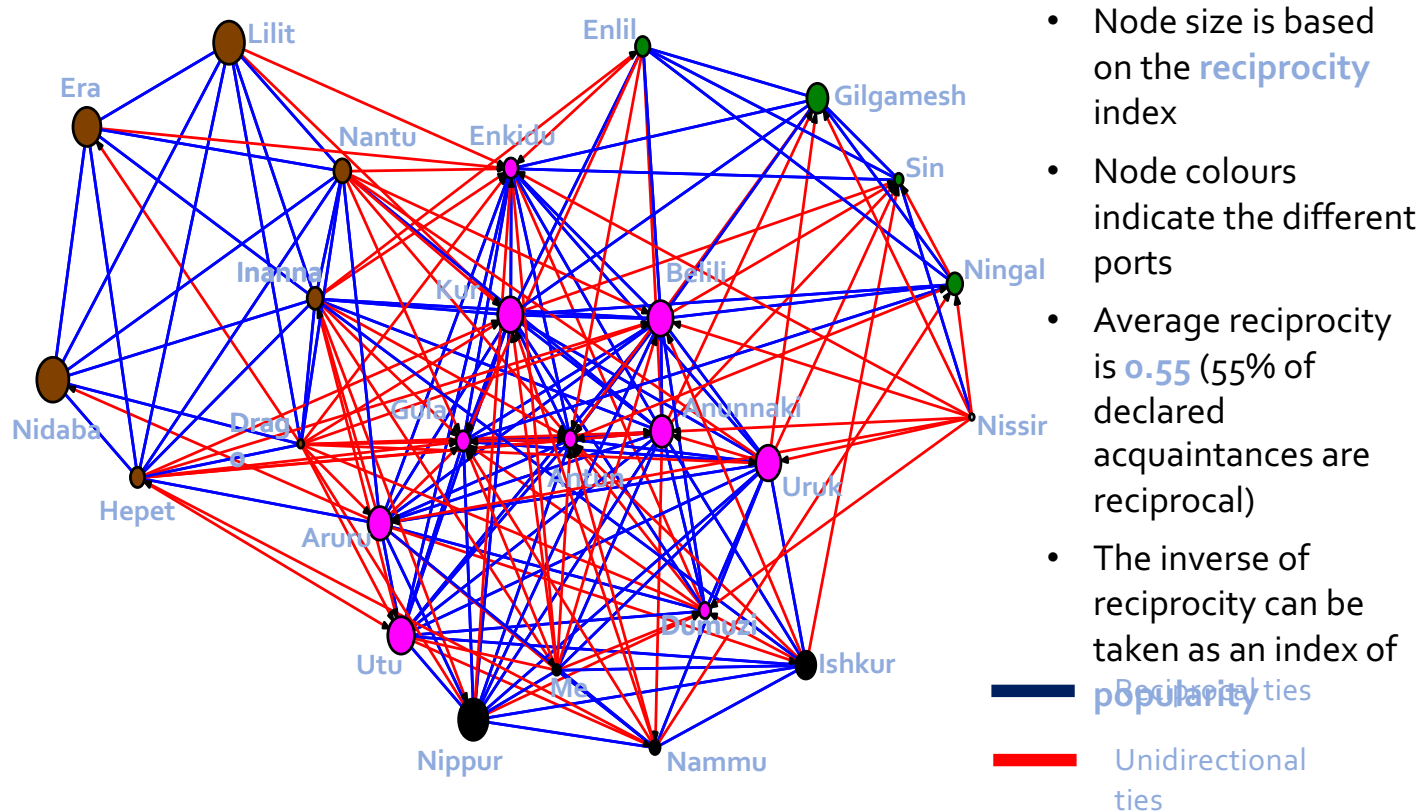
Farnet:
A human touch:
a key to open
communication



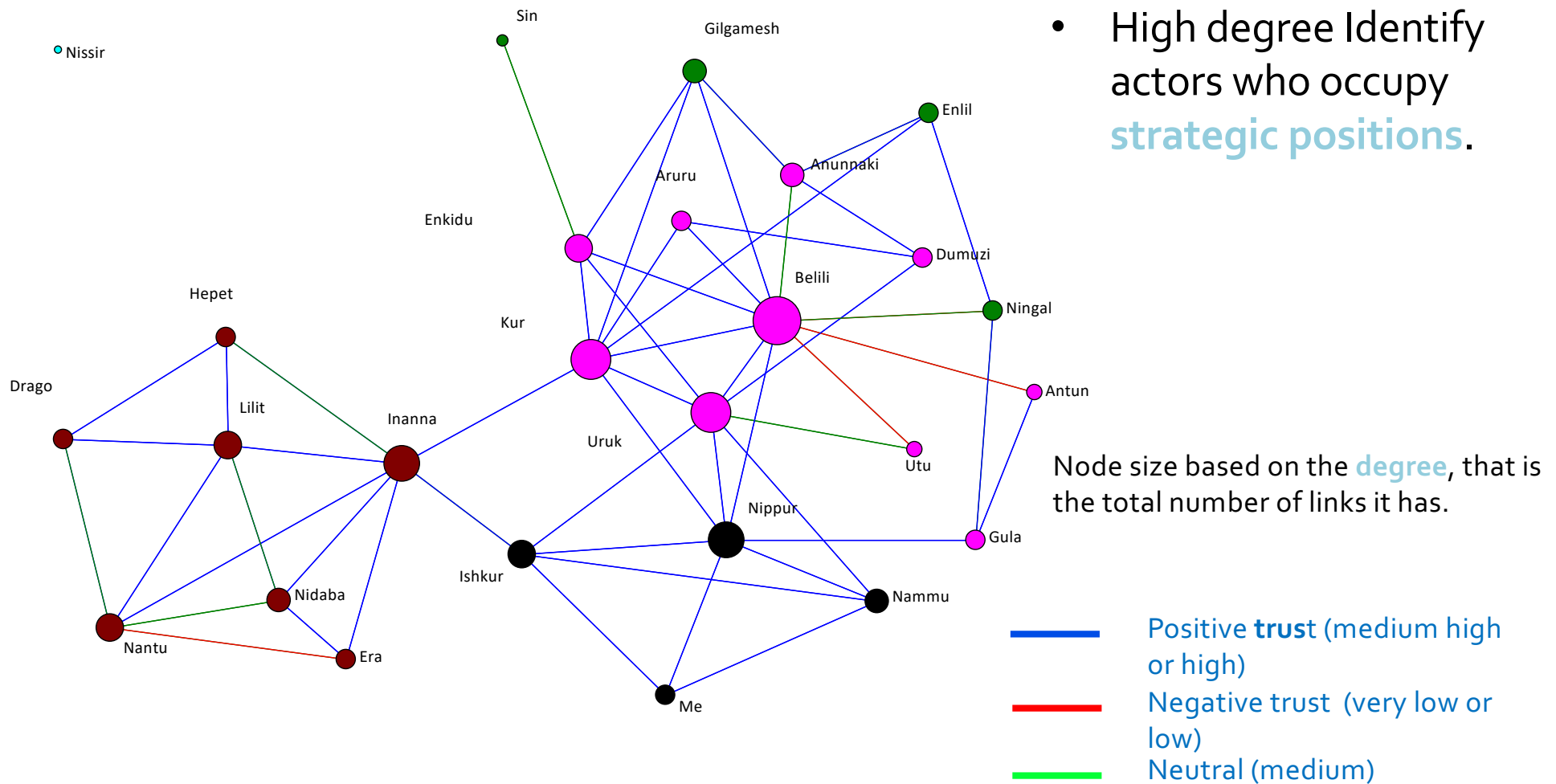
Assesment Socio-Economic Performance



Acquaintances. Who knows whom?

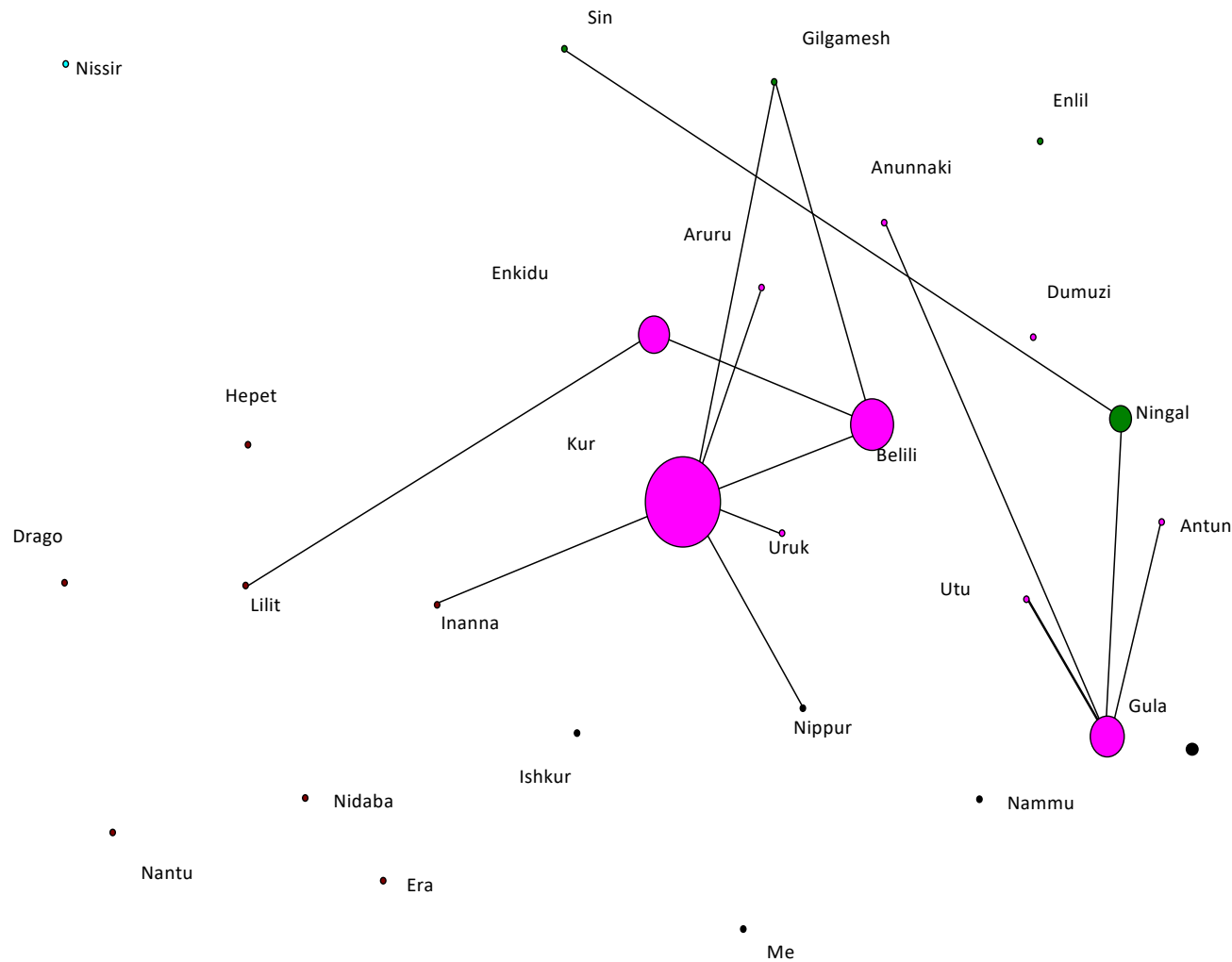


Trust. Do they trust each other?



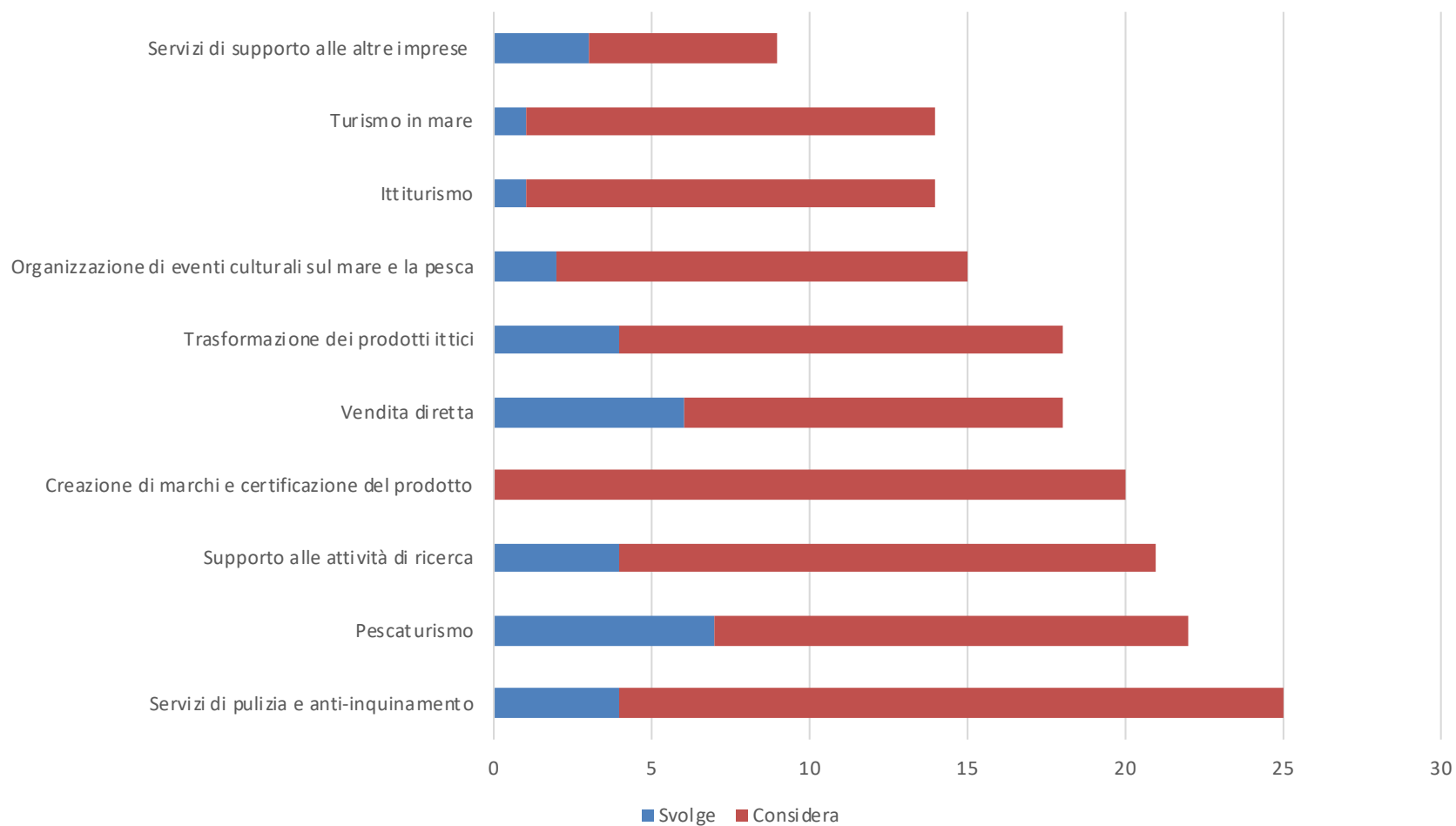
Information exchange.

Is there a relevant information flow?



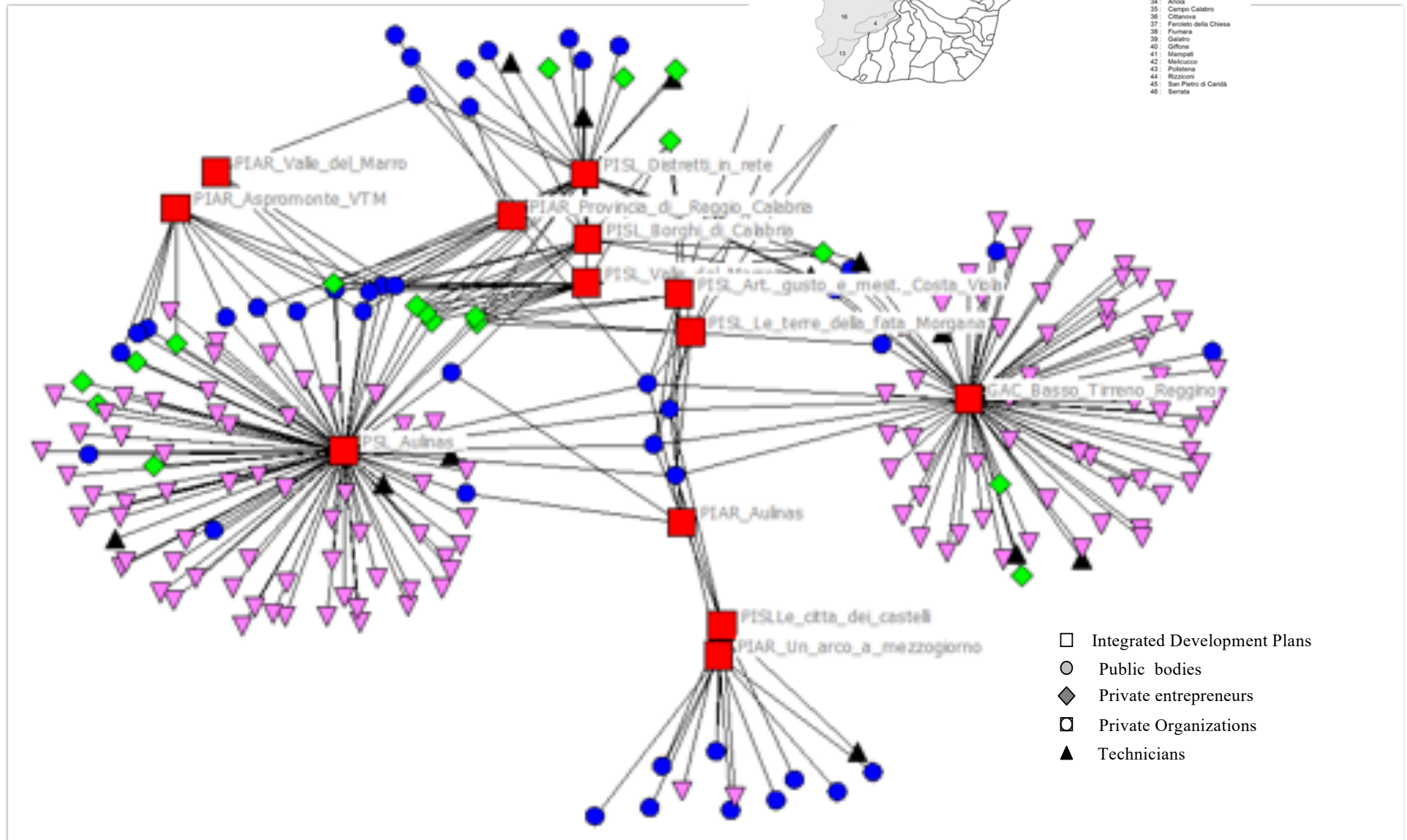
- High betweenness identifies **strategic positions** and can confer power due to a structural advantage

Stakeholders view on diversification possibilities

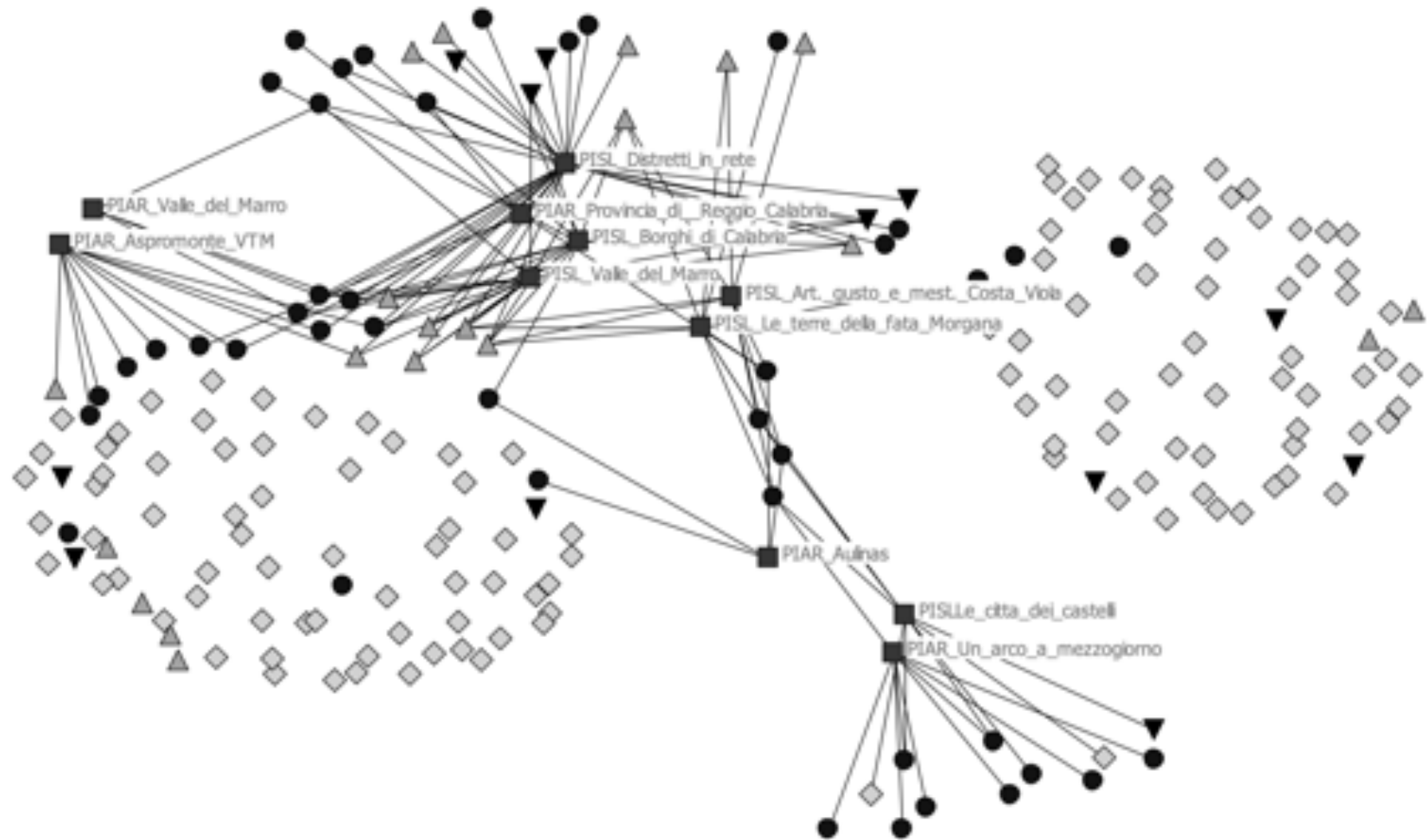


Expressed exigencies		Priority level
Productive structures and infrastructure		
<i>Engine</i>	Benefits on excise duty for fuel and engine replacement.	● ● ●
<i>Fishing gear</i>	Mesh at 18 mm for drifnets.	● ● ●
<i>Shipbuilding</i>	Lack of shipyards and high costs for towpath and launching.	● ●
	Necessity of a fish market.	● ●
<i>Commercial structures</i>	Realization of fish processing and/or storage plants.	● ● ●
	More information on public announcement and a support in preparation of aid applications.	● ● ●
<i>Technical assistance</i>		
<i>Professional Training</i>	Absent.	●
<i>Certification</i>	Building an Area Brand.	●
<i>Promotion and marketing</i>	Little developed.	● ●
Other		
	<i>Realization of a regional fishing calendar for target fish and gear.</i>	● ●
	<i>Ban on fishing for Drawling vessels within 3 miles of sailing required by small fishing.</i>	● ● ●
	<i>Request for fishing tourism licenses even for small-scale fishing.</i>	●
	<i>Greater consideration for small-scale fishing at political level and within the fishing community.</i>	● ● ●
	<i>Pollution: complaining about the lack of attention by municipalities about the outlets of purifiers.</i>	● ●
	<i>Necessity of new licenses for commercial fishing.</i>	● ● ●
	<i>Trend toward innovation: low.</i>	●
	<i>Stricter controls and greater restrictions for not professional fishing.</i>	● ● ●
	<i>Regulations: complaining about too strict, complex laws and controls.</i>	● ● ●

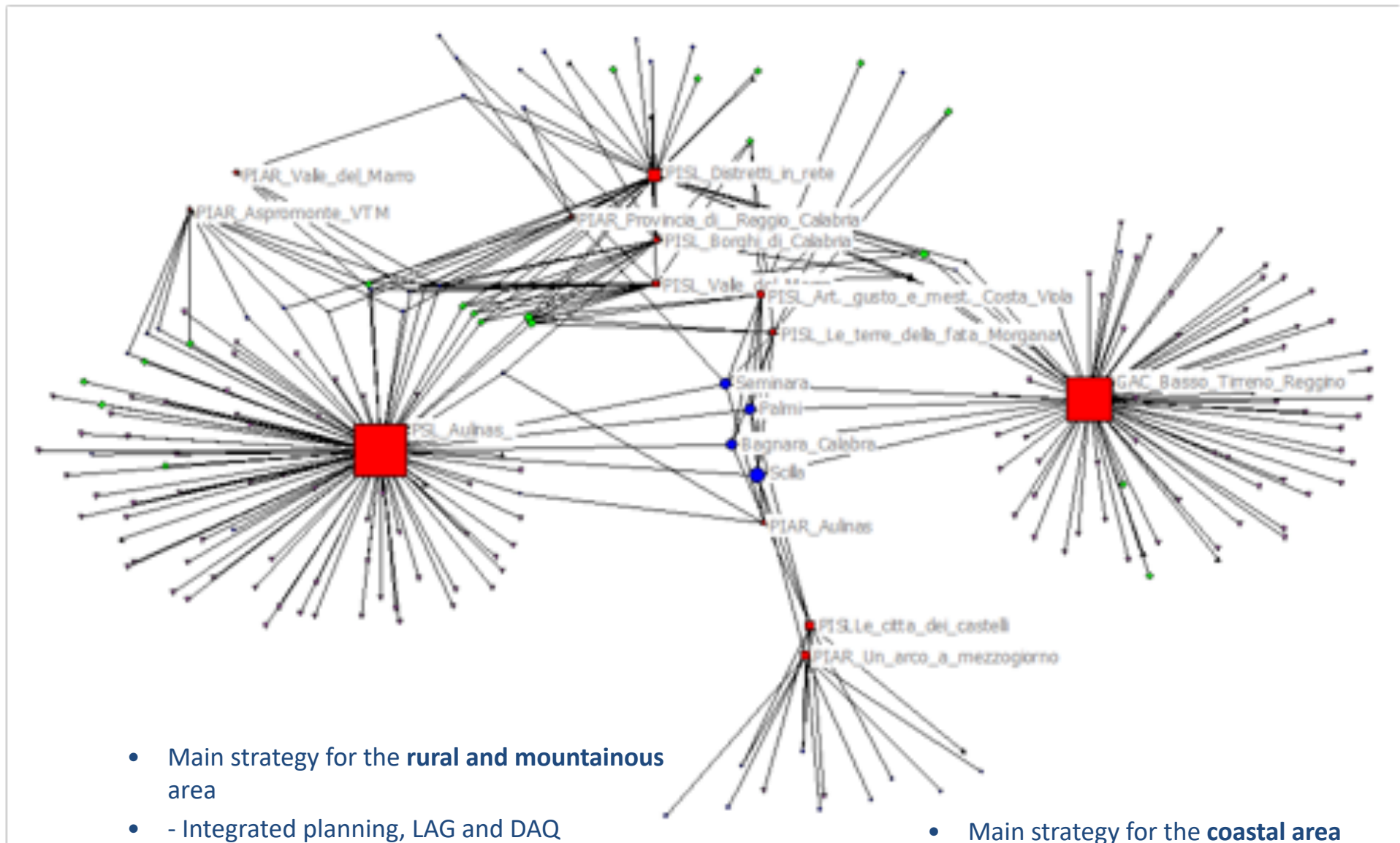
- Governance experiences in the thyrrenian side of the area (2007/2015)



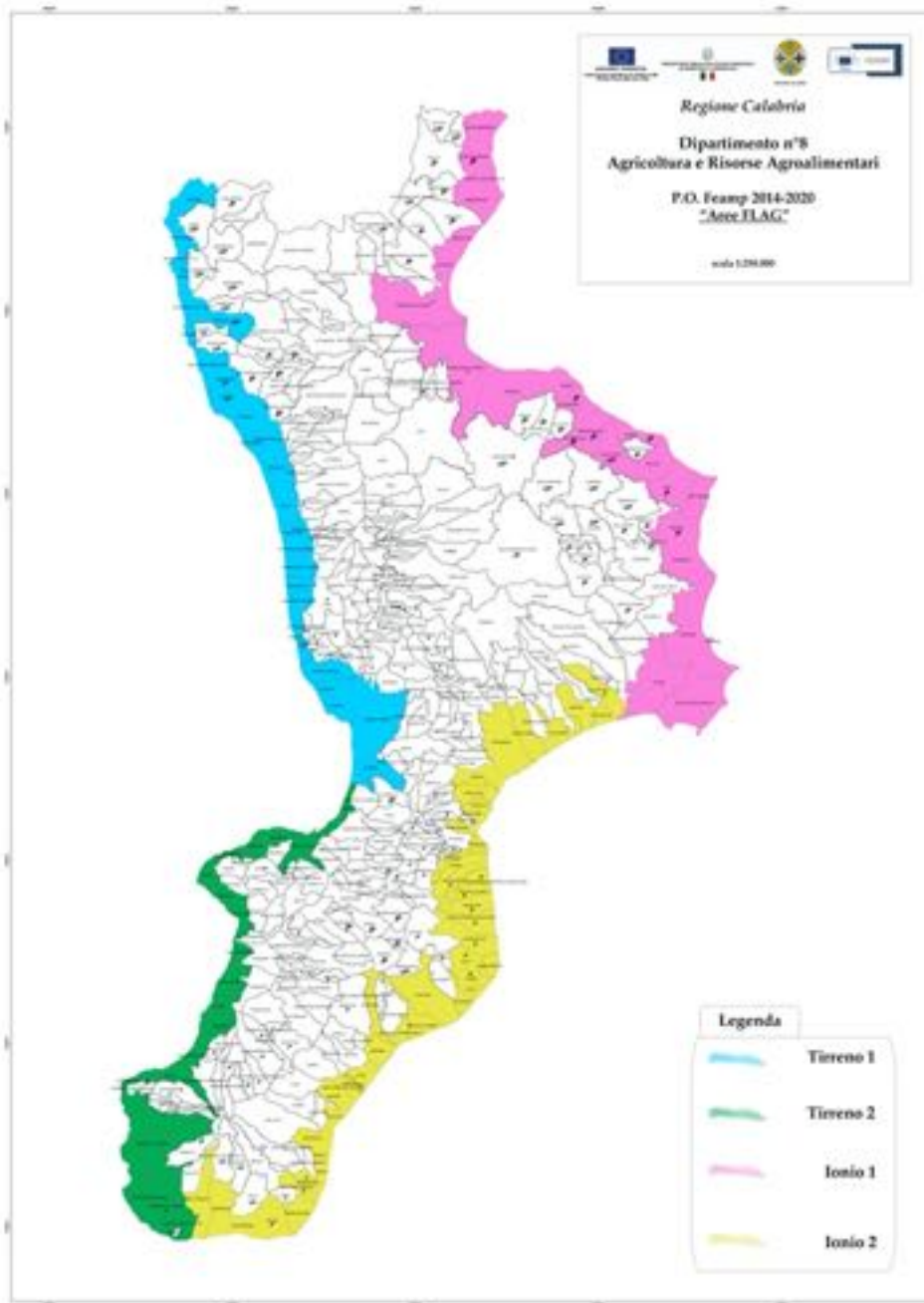
- Centrality of the Leader Development plan related to the members of the partnerships and to the municipalities (2007-2015)



- Main CLLD experiences in the western side of the area



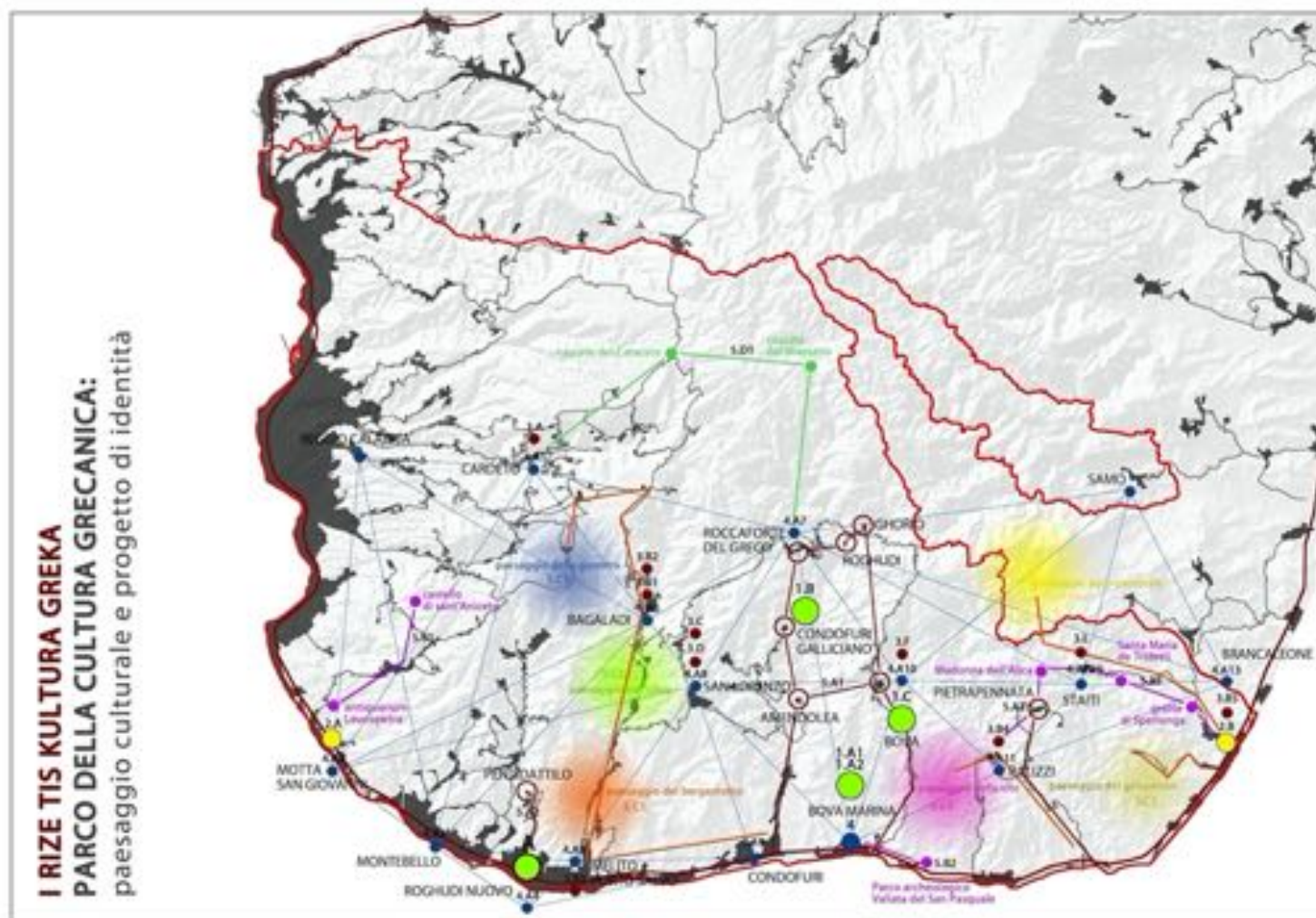
Fisheries Local Action Groups and FLAG Tirreno 2 (2014-2022)



LAG GRECANICA



LAG GRECANICA





- Locride area



LAG TERRE LOCRIDEE

-Territorial Analysis,
Animation,
Concertation



-Perspectives:
- Touristic Paths in the
Locride

-Rural Center and
Governance
development

Cooperation project
Ruralscape



Results

Thematic areas	Politicians	Technicians	Associations and Companies	Average	Weighted average
Legality and social promotion	14.12%	13.46%	12.66%	13.41%	13.39%
Care and protection of landscape, land use and biodiversity	12.13%	12.98%	9.85%	11.65%	11.72%
Valorization of cultural heritage and artistic patrimony	11.10%	10.90%	9.83%	10.61%	10.61%
Valorization and management of environmental and natural resources	10.08%	10.93%	10.19%	10.40%	10.44%
Access to essential public services	10.96%	8.30%	12.22%	10.50%	10.34%
Social inclusion	7.62%	12.68%	7.83%	9.38%	9.66%
Production chains	8.11%	9.92%	9.39%	9.14%	9.23%
Renewable energy development	8.76%	6.97%	11.05%	8.93%	8.81%
Sustainable tourism	9.32%	5.79%	9.22%	8.11%	7.91%
Intelligent networks and community	7.79%	8.08%	7.76%	7.88%	7.89%

Results

Weights (w)	Politicians	Technicians	Associations and Companies	Average
Politicians	42.02%	27.10%	16.40%	28.51%
Technicians	38.67%	35.97%	42.00%	38.88%
Associations and Companies	19.31%	36.92%	41.61%	32.61%
Source: Our elaboration				

Strategic goal	Thematic areas	Actions	Interventions	Financial resources (public quota)
SG1. Social context	Legality and social promotion in areas of high social exclusion	1.1. Promotion of the expression of local creativity and placing the centrality of young people and women in growth policies	1.1.1. LAB 1. The Rural Center of Locride. Workshop of participation and sharing of development choices	200,000
			1.1.2. The factory of ideas. Innovative solutions for the socio-economic growth of rural areas	150,000
			1.1.3. The common good. Practices and experiments of shared management of online heritage	150,000
			1.1.4. Coordinated information and training actions, with the aim of raising awareness of issues, promoting initiatives, involving young people and women	90,000
			1.1.5. Memory and identity. Projects oriented to the re-appropriation of places by the inhabitants and to the defense of soil and biodiversity	50,000
		1.2. Hospitality and solidarity. Promoting the establishment of networks and services for integration and inclusion	1.2.1. "Social agricultural" companies. Implementation and strengthening of educational and social farms	650,000
			1.2.2. Rural hospitality. Widespread hospitality for rural tourism and network with farms	250,000

Strategic goal	Thematic areas	Actions	Interventions	Financial resources (public quota)
SG2. Agri-food and artisanal productions	Development and innovation of local supply chains and production systems (agro-food, artisanal and manufacturing)	2.1. Promotion of the recovery of local tradition productions	2.1.1. Cultures of tradition. Creation and development of micro-chains and business networks of typical local products	900,000
			2.1.2. Support for the breeding of animals linked to the tradition of places, in the logic of the micro-chain	150,000
			2.1.3. Support for the creation of product processing plants, in line with typical local processes and supporting process innovation	400,000
		2.2. Promotion of a common and integrated territorial marketing action	2.2.1. LAB 2. Territorial Marketing Laboratory. Priority to the promotion and sale in national areas with a strong presence of Calabria. Coordination with the other Gal of Calabria for actions to promote highly typical products	250,000
			2.2.2. "Terre della Locride". Territorial brand of Locride products	54,741
		2.3. Knowledge and marketing promotion	2.3.1. LAB 3. Markets of the Lag "Terre della Locride". Solutions for the marketing and consumer education of local products. Coordination with other Lags of Calabria for the promotion and sale of highly typical products	200,000
			2.3.2. Network of farmers' markets	100,000

Strategic goal	Thematic areas	Actions	Interventions	Financial resources (public quota)
SG3. The historical and environmental landscape	Care and protection of the landscape, land use and animal and plant biodiversity	3.1. Re-appropriation of places and awareness of values	3.1.1. LAB 4. "A road to the Locride". Transhumance and paths Network of paths for the use and the contrast to the abandonment of the territory	200,000
		3.2. Restoration and care of the landscape and the environment	3.2.1. Historical landscape. Recovery of historical corporate and public infrastructures	200,000
SG4. Interterritorial and transnational cooperation	Preparation and implementation of LAG cooperation activities	4.1. Enterprises' competitiveness and environmental protection	4.1.1. THE GARDEN OF VINEYARDS. Historical cultures, landscape, economy of places	95,000
			4.1.2. GOOD FOOD LOOP. Bergamot and garden of forgotten fruits	63,018
		4.2. Strengthening of institutions' capacity and development cooperation	4.2.1. SOCIAL FARM. The social role of agricultural companies	75,000
			4.2.2. RURALSCAPES. Evolution of the rural landscape	60,000

Concluding remarks

- the Local Action Plans identify common paths of development which can activate the latent potential of the territories and leverage the real knowledge of local actors.
- The strategic goals of development for the area were defined through participatory processes that allowed a wide variety of perspectives to be taken into account.
- The decision-aid models facilitated conflict management, and the phased convergence process revealed itself to be well-suited for effective participation and conflict resolution.
- the effectiveness of the processes is also related to the attainment of an adequate integration level in the governance system
 - **transparency** of the decisional process,
 - **trust** in the capacity of the Partnership and the technicians,
 - **motivation** to participate in the following phase of the implementation of the plan).
- open Issues and challenges (metagovernance issue and pressures (dual model, delays, attitude), opportunities toward effective partnerships (Trend?))



Thanks for the attention
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