Lessons from alternative governance approaches

*looking beyond integrating from the top down*

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ITRC governance research so far points to the need for:

- Stronger cross-sectoral cooperation and cooperation between multiple stakeholders.
- Integrated planning and thinking cross-sectors.
- Reducing the incidence of conflicting demands on infrastructure providers by government or regulators.
- Finding ways to utilise strategic complementarities and potential synergies across sectors.
- Making connections between governance competences at different scales.
• Can act as enabling platforms for cooperation between stakeholders and across sectors.
• But difficulties of process, and between the relationship between bureaucracy and multi-organisational arrangements.
• Need for information sharing, willingness to collaborate, and shared values/a common vision.
• Learning and cooperation need to go deeper than the surface.
Both:

• Include a wider range of stakeholders, including the supply chain.
• Provide opportunities for a dialogue.

The Crown Estate:

• A strategically located insider with commercial interests.
• A proactive landowner – a key enabling role & own investment in de-risking and accelerating.
• Works across multiple scales and levels of governance.
• Learning from one project is passed on to the rest (like the Low Carbon Network Fund)
But beware the often forgotten *active* nature of intermediaries

- Intermediaries can play an important role in shaping infrastructure governance.
- They translate knowledge and interests between stakeholders.
- But they don’t just facilitate. They have own interests.
- They reorder and prioritise certain interests over others.
- They are as capable of complementing government policy, as well as competing with it.