



Lessons from alternative governance approaches

*looking beyond integrating from the top
down*

Dr. Ralitsa Hiteva

2nd December 2014

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.

Lessons from Strategic Coordinating Groups and collaborative networks

- 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.



Lessons from the Smart Grid Forum and the Crown Estate

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.