

**“European Manager of Intelligent and Responsible Territories in the context of Good governance, social participation and empowerment”**

### **Conceptual framework**

With the aim to generate economic growth, regional authorities are increasingly engaged into designing innovation friendly framework conditions. This emphasis on innovation in regional policy was initially triggered by the recognition that regions can no longer compete only by offering basic technical infrastructure, skilled labour and financial incentives in order to attract investors. Policies following such a traditional approach have proven to be rather ineffective when it comes to solving the current problems of unfavoured regions. The central problem of many old industrial and declining regions is a low performance as regards innovation. If firms are unable to innovate and unwilling to change, the regional economy risks to lock into a development path which is, although perhaps previously successful, little promising for the future. In order to create sustainable economic growth, regions need to redefine themselves continuously and change towards more auspicious trajectories<sup>1</sup>.

With the purpose to foster innovation and change, regional policy makers are typically advised to promote and support interactive learning and cooperation in the local sphere. This is in line with one of the key arguments in the literature on regional innovation systems, which is that regional growth and competitiveness is dependent on the ability of local actors to exchange knowledge and build networks. Important actors in this respect are private firms, governmental agencies as well as universities and other public research organisations and NGOs. The regional innovation systems approach thereby emphasizes the importance of networking.<sup>2</sup>

Increased regional self-government in the new regions means primarily that the responsibility for regional development, i.e. means and measures that promote long-term development of the region as a whole, is transferred from county administrative boards to directly or indirectly elected regional self-governing bodies. Basically, this means that the region's own elected representatives will have greater responsibility for and influence over the region's future.

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1 The Dynamics of Innovation and Knowledge-Based Regional Development, Peter Svensson, Department of Management and Engineering Linköping University, 2010

2 Regional Innovation Policy beyond 'Best Practice': Lessons from Sweden, Paper no. 2010/14

## 1. Context

### **Good governance: greater transparency and accountability**

An important reason for closer regional cooperation is a desire to increase democratic influence over development of the region. This puts the focus on regionally elected representatives. There are required to adopt new methods, including an integrated approach to the functions and services that are important for a successful region. They must function as innovators, coordinators and negotiators between various interests in the region, and they must provide good conditions for industry, commerce and civic development. An important policy instrument will be the regional development plan, or equivalent, which will focus on the region's strong and weak sides and define a vision for development of the region.<sup>3</sup> Governance can be defined as good when initiative; control and influence are devolved as widely as possible throughout society commensurate promoting the wealth, welfare, cohesion and sustainability of society. This approach will allow for transparency and thus accountability.

### **Social participation: a bottom-up approach- inclusion and involvement**

Regions with a large amount of social capital produce a better climate for regional business activities and for collaboration between different actors than others. The Swedish model attribute successful regional growth to a high degree of what they called *entrepreneurship capital*, which they defined as a relatively large number of people who want to start up companies, an innovative milieu, formal and informal networks, social acceptance of entrepreneurial activity, and acceptance of financing risky businesses. Entrepreneurship capital is a subcomponent of social Capital defined as “the application or exercise of social norms of reciprocity, trust and exchange for political or economic purposes.” These political or economic purposes create mutual benefits for the actors involved. Entities with social capital include formal membership organisations and those involving civic participation, social trust, and altruistic voluntarism. A positive relationship exists between social capital and innovation due to its reducing of transaction, search and information, bargaining, and decision costs. Insufficient social capital, furthermore, can lead to a lack of coordination, duplication of effort, and expensive contractual disputes. This means that people in dense social networks can learn the technologies, ideas, and opportunities necessary for innovation faster than others because of the higher amount of interaction that takes place within collaborative networks<sup>4</sup>.

### **Empowerment: Freedom of choice**

*“Empowerment is a social process of realizing the need to promote and improve people's ability to satisfy their own needs, solve their own problems, and acquire the resources necessary to take control of their lives.”<sup>5</sup>*

The concept of empowerment re-engages with basic human rights and needs, both by ‘going beyond formal democracy’, but also re-casting formal democracy, ensuring that all are included in a pluralistic landscape, whilst addressing issues of conflict and trade-off between individual and collective interests. The old narrow idea of government in which citizens passively receive services and vote every four or five years, and where the state acts on their

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<sup>3</sup> Regional Development in Sweden, Kommunförbundet, 2003

<sup>4</sup> The Dynamics of Innovation and Knowledge-Based Regional Development, Peter Svensson, Department of Management and Engineering Linköping University, 2010

<sup>5</sup> Forsberg E, Starrin B. Frigörande kraft – Empowerment som modell i skola, omsorg och arbetsliv. Stockholm: Förlagshuset Gothia; 1997.

behalf (government for the people but not by the people) is being challenged by the responsible parent, the informed patient, the active citizen, the dedicated teacher, nurse or local public servant, and by outsourcing to individual volunteers or private companies. Each of these could, with an extension of choice and voice, both individual and collective, be enabled to take greater control over their own lives and the lives of their communities, with or without direct support from the formal democratic and government institutions.

Empowerment which goes beyond formal democracy also presents dangers (such as whose interests do NGOs represent and are they accountable, communities taking decisions without understanding the longer term or wider consequences and thus not being adequately responsible for those decisions, etc.), but also potentially provides large and important benefits, such as social inclusion and increased participation.

## **2. Mission**

The mission of European Manager of Intelligent and Responsible Territories with regards to Governance, social participation and empowerment will be:

- To explore the impact of institutional arrangements in shaping policy and governance and also how human capacity and rationality in policy and governance systems affecting the regional development
- To ensure that practice and outcomes of regional development plans are elaborated, with analysis of strategies to build institutional capacity and extend civil society. The role of non-government organisations and scope for participatory approaches to development are assessed in this context.
- To facilitate the usage of persuasive communication campaigns which can be used to manage public affairs and to secure the political interests of organisations which have a direct investment in the outcomes of policy debates.
- To promote practices of community engagement and networking currently being used or debated as part of new strategies for regional development
- To actively encourage use of new technologies which promote
  - transparency and accountability for good governance
  - networking / e-networking for social participation
  - easy accessible and ready to hand information (e-governance) regarding individual choices in order to enhance empowerment of individuals or segments of population

## **3. Aim**

The aim of the European Manager of Intelligent and Responsible Territories is to

- Explain the meaning and value of good governance, social participation and empowerment

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- Explain the principles underlying good governance, social participation and empowerment
  - Explain the process and some of the tools for applying principles of good governance to the work of regional and local authorities in the context of social participation and empowerment
  - Reflect on the strengths and shortcomings of good governance practices in their own communities.
  - Identify the institutional bodies in their communities and create sustainable linkages in the context of social participation and empowerment

#### **4. Functions to develop**

The functions that the European Manager of Intelligent and Responsible Territories has to develop are:

- Sensitize wide range of stakeholders on Good Governance, social participation and empowerment
- Initiate and promote Good Governance, social participation and empowerment practices and projects at the regional level and do its documentation
- Develop a network of different organizations and people working in the field of Good Governance in such a way that they are mutually benefited, socially engaged and empowered
- Promoting exchange of good practices regarding
  - Identifying good practices for effective good governance, social participation and empowerment
  - Gathering data on the practices
  - Producing a documentation of a good practice to be used for various purposes.
- Conducting a series of capability building programs.
- Running interagency coordination;

#### **5. Competence profile**

There are 3 main competence areas for the European Manager of Intelligent and Responsible Territories, which are:

- Ability to communicate
- Ability to trust and be trustworthy
- Ability to learn and to teach

Further there are qualities that could be classified as competences which are:

- The ability to express and articulate interests
- The ability to probe; to explain complex issues
- The ability to explore and sort out what is relevant and what is not
- The ability to provoke; to challenge conventional wisdom

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The above are competences required in order to work in the field of good governance, social participation and empowerment in multi-sectoral, multi-stakeholder environment.

**5.1 Knowledge**

<b>5.1.1 Strategic areas of knowledge</b>	
management in a regional context	<ol style="list-style-type: none"> <li>1) Public/business relations and Employee Relations</li> <li>2) handling and re-use of data</li> <li>3) change management</li> <li>4) capacity redeployment,</li> <li>5) HR strategy</li> <li>6) HR systems</li> <li>7) Employee resourcing</li> <li>8) Performance management</li> <li>9) Rewards, and training and development</li> <li>10) Project management</li> </ol>
<b>5.1.2 Good Governance area</b>	
Dynamics of Governance	<ol style="list-style-type: none"> <li>1) Law, Policy and Governance</li> <li>2) Dynamics of Public Policy</li> <li>3) Issues and Public Affairs Management</li> <li>4) The Politics of Regional Development Practice</li> <li>5) Public Sector Accountability</li> </ol>
Regional development and governance	<ol style="list-style-type: none"> <li>1) Economic Analysis &amp; Public Policy</li> <li>2) Introduction to Development: Theories and Practice</li> <li>3) Social Impact Assessment</li> <li>4) Evaluating Social Programs</li> <li>5) Entrepreneurship and New Ventures</li> </ol>
<b>5.1.3 Social participation</b>	
Social engagement	<ol style="list-style-type: none"> <li>1) Governance and Community Engagement</li> <li>2) Techniques of Social Policy Analysis and Development</li> <li>3) Re-inventing Government</li> <li>4) Understanding Social Policy</li> </ol>
Social communication tools	<ol style="list-style-type: none"> <li>1) Lobbying, Communications and Public Affairs</li> <li>2) Public and private media</li> <li>3) Social media</li> </ol>
<b>5.1.4 Empowerment</b>	
Participative decision and policy-making	<ol style="list-style-type: none"> <li>1) E-governance</li> <li>2) Social media</li> <li>3) Service personalisation</li> <li>4) pre-emptive and early intervention services</li> <li>5) Self - directed services</li> </ol>

**5.2 Skills**

Communication	<p><u>Open minded</u>: avoiding passing judgment on or expressing criticism of communicated messages, demonstrating empathy</p> <p><u>Active listening</u>: understanding of another person's thoughts and feelings</p> <p><u>Reflection</u>: Validating the thoughts and feelings of the person speaking by reflecting back what he has communicated</p> <p><u>“I” statement</u>: An "I" statement is a component of assertive communication that allows an individual to take responsibility for her thoughts and emotions.</p> <p><u>Compromising</u>: be able in a collaborative form to formulate a list of potential solutions as well as trade-offs</p>
Time management	<p>Being able to do immediately:</p> <ul style="list-style-type: none"> <li>➤ real major emergencies and crisis issues</li> <li>➤ project work with imminent deadline</li> <li>➤ meetings and appointments</li> <li>➤ problem resolution, fire-fighting, fixes</li> <li>➤ serious urgent complaints</li> </ul> <p>Being able to plan for future:</p> <ul style="list-style-type: none"> <li>➤ planning and preparation</li> <li>➤ project planning and scheduling</li> <li>➤ research and investigation</li> <li>➤ networking relationship building</li> <li>➤ thinking and creating</li> <li>➤ systems and process development</li> <li>➤ anticipative, preventative activities or communication</li> <li>➤ identifying need for change and new direction</li> <li>➤ developing strategy</li> </ul>
Leadership	<p>Being able to:</p> <ul style="list-style-type: none"> <li>➤ insight into ones own personality</li> <li>➤ identify and to handle conflict</li> <li>➤ communicate in a direct and clear way</li> <li>➤ give and to receive effective feedback</li> <li>➤ recognize different phases of a group's development understand that there is a need for different leadership styles</li> <li>➤ increase ones own self-confidence and self-insight</li> </ul>
(Project) management	<p>Being able to</p> <ul style="list-style-type: none"> <li>➤ manage a team, having strong interpersonal skills</li> </ul>

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	<ul style="list-style-type: none"><li>➤ have excellent presentation skills</li><li>➤ delegate task but also leadership</li><li>➤ demonstrate ones technical skills so that the team members do not lose confidence in him</li><li>➤ ensure everyone to believe that improvement has no end and is a continuous process</li><li>➤ estimate the progress of each individual, the skills of each member, the abilities, the show stoppers during the project, the customer delays or any other activity where an estimation is required</li></ul>
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### **5.3 Attitude**

Preferred Personal attitude	<ul style="list-style-type: none"><li>➤ Humility</li><li>➤ Professional, personal but not private</li><li>➤ Punctuality</li><li>➤ Pleasant</li><li>➤ Excellent interpersonal communication</li><li>➤ Courtesy</li></ul>
Preferred Professional attitude	<ul style="list-style-type: none"><li>➤ Extremely high level of professionalism in inter-sectoral communication</li><li>➤ Strong time management</li><li>➤ Strong attention to detail</li><li>➤ Work either independently or as part of a team</li><li>➤ Openness to pass knowledge on to other team and company members</li><li>➤ Loving all deadlines</li></ul>

## **5. General Units of Competence:**

Since the aim the aim of the European Manager of Intelligent and Responsible Territories is to a) promote good governance; b) promote social participation; c) facilitate and enhance empowerment, the units of competences will be:

- 1) to improve existing systems and tools for transparency and accountability
- 2) to re-invent administrative systems for increased social participation
- 3) to enhance and improve empowerment through diversification of provided services and products

### **5.1 Unit of competence 1**

**The first unit of competence is: To improve existing systems and tools for transparency and accountability.**

#### **Work means**

To define the goal and challenges to regional development plan

- To formulate and define transparency and accountability as a part of the regional development
- To formulate challenge for the region and the target for the development from a transparency and accountability perspective. (it can be prepared from the objectives of national policy for autonomous municipality administrative system)

To conduct analysis that reveals (lack of) transparency and accountability

- Conduct survey and analysis based on data and other information that reveals the differences and effects for accountability and transparency for different groups such as men and women and people with foreign background, disability, etc., for example through disaggregated statistics.
- To visualize the patterns that exist in terms of lack of transparency or accountability by showing lack of equality and diversity and the consequences this may be.

#### **Processes, methods and procedures**

- Secure the support and mandate to work
- To develop the substantive part of the work (WHAT-issues) and how the work process (HOW-issues). Not least in work with regional development processes are HOW-issues important because processes often must be based on a broad participation of different actors in the region.
- To involves a range of players from different "worlds"- Government, industry, academia and non-profit sector

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- To work on issues related to actors and also issues at different levels - local, municipal, regional and even national and internationally
- To work in an area that spans administrative boundaries of municipalities and counties
- To develop issues that have a focus which refers to a range of various policies and activities referring to cross-sectoral approach

### **Results of work**

- Increased dissemination of information from public institutions to citizen
- Increased dialogs/debates/hearings between stakeholders and decision makers
- Increased number of non-formal forums where cross-sectoral actors develop basis for decisions
- Improved efficiency of public administrative tools and methods in information production and information dissemination
- Increased participation of stakeholders in monitoring activities and evaluation process
- Improved planning quality at administrative level

### **Key skills**

- Group working
- Capacity/confidence building
- Communications and networking
- Local area appraisal

### **Key knowledge**

#### Economy:

- regionalisation of economic development
- open-system inter-firm interactions
- integration of knowledge generation
- smart infrastructure
- local and global business networks

#### Governance:

- multilevel governance of associational and stakeholder interests;
- policy for innovators;
- vision-led policy leadership
- global positioning of local assets

#### Knowledge infrastructure

- Intermediary agencies, professional consultancies and similar organisations
- Structural puzzle-solving capacity.

#### Community and culture:

- Cosmopolitanism
- Sustainable human capital;
- Social tolerance.

## 5.2 Unit of competence 2

### **To re-invent administrative systems for increased social participation through equality and diversity**

#### **Work means**

- Formulate challenge for the region and the overall objectives of the policy from a social participation and diversity perspective.
- Formulate the value / benefits of the policy from a social participation and diversity perspective.
- Formulate a policy that contributes to national policy for social participation and diversity.

#### **Processes, methods and procedures**

- Designing the organization
  - Designing a responsibilities and roles for implementation of policies that make clear who is responsible for activities in different parts of the policy
  - Make sure there are qualified expertise on equality, diversity and regional development available in the process.
- Securing time and resources to efforts aimed at social participation by integration of equality and diversity in the implementation policy developments
- Develop the 4-R model according to:
  - INVENTORY: What activities? How can contribute to social participation policies? What should be analyzed?
  - SURVEY: Identify the target group. What are the social participation patterns? How does it look?
  - ANALYSIS: What are the consequences? How to contribute to social participation objectives? What can be done?
  - ACTIONS: What steps should be taken? What will be the outcomes?
  - EVALUATION: what should be evaluated? Which are the stakeholders responsible for evaluation? What and how will the result of evaluation will effect the regional development plan.

#### **Results of work**

The result of the work will be:

- Policy Formulation for improved social participation: It will be formulated as a step in the model for regional development; A plan for action shall be elaborated and monitored .
- Implementation formulated as a step: the problems/improvements in social participation are described and the underlying factors identified,
- A link to the players who are able to influence the underlying factors for problem solving or improvement are made through the layers of networks

#### **Key skills**

The needed skills are being able to:

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- understand barriers and difficulties
- establish need for training and support for different population segment
- create networking opportunities for prior passive segment

### **Key knowledge**

The European Manager of Intelligent and Responsible Territories should have knowledge in:

- Sociology and the social mechanism for exclusions and inclusions
- Transformation and development of organisational structure of formal structure
- Cross-sectoral Communication Cultures
- Civic organisations, their mission, role and activities
- National act for equality and diversity

### **5.3 Unit of competence 3**

- 4) to enhance and improve empowerment through diversification of provided services and products

### **Work means**

1. To engage different NGOs of consumer of regional services and products to highlight the importance of empowerment and how empowerment can change the characteristics of those products and services. During this phase, the planer of above services and products (politician, technicians and administrators) have to be involved
2. To develop a vision for empowerment:
  - a. how it should be formulated
  - b. what it should contain:
  - c. procedures for creation of the vision
3. To elaborate procedure for conducting an analysis together with above groups about the current status of empowerment at selected services and products within the region
4. to conduct an analysis of the current situation regarding selected services and products according of division of roles and responsibilities between different stakeholders
5. to create an action plan in order to increase empowerment regarding selected services and products. The action plan should for each service and product contain:
  - a. what are the goals of increased empowerment
  - b. what are the barriers
  - c. how can the barriers be removed? Who will do it and when?
  - d. what are the financial and legal consequences and how they will be dealt with?
6. Finalise the empowerment plan in the context of regional development plan by final consensus by stakeholders/local and regional administration

### **Processes, methods and procedures**

To accomplish the above work load, the European Manager of Intelligent and Responsible Territories has to:

1. Preparatory process:

- a. Make a research regarding relevant regional services and products relevant for empowerment
  - b. Recognise the formal and informal networks relevant for participation in the process of extending empowerment for those services and products
  - c. Recognise the informal leadership in each segment of population concerned with the services and products
2. elaboration of the plan for empowerment: STEP 1
- a. elaborate clear and pedagogical explanation why plan for empowerment in needed
  - b. use networks and social media to gather the networks
  - c. give examples regarding services and products in relation to target groups
  - d. explain how increased empowerment will benefit the target groups (effect and result)
3. elaboration of the plan for empowerment: STEP 2
- a. divide the groups according to interest and type of network
  - b. assign task in analysis and elaboration of empowerment plan to each group accordingly
  - c. support each group to find out relevant methodology for analysis of empowerment relevant for their network and how they can use the social medias for inclusion of others in their network in the process
4. elaboration of the plan for empowerment: STEP 3
- a. list all the proposals elaborated in each groups empowerment analysis
  - b. assign to each group to elaborate the implementation plan for each proposal with financial/legal and practical aspects such as who, when , how and how much
5. elaboration of the plan for empowerment: STEP 4
- a. edit and compile
  - b. present the final version of empowerment plan

## **Results of work**

The result of the work will be a concrete plan for changes in the process of production of services and products a region offer its citizen. These changes will increase the individual choices which in its turn will empower those individual.

The multiple effect and result will be:

- Increased participation in regional development by citizen, greater participation, collective action, engagement in democracy;
- More adapted services and products with higher quality for citizen
- Changes in attitudes towards community empowerment
- Improved performance of public services and quality of life

### **Key skills**

The needed skills are being able to:

- networking and ability to adapt to different networks
- listen but also be critical
- making people enthusiastic but in realistic manner
- Good team manager with ability to delegate

### **Key knowledge**

European Manager of Intelligent and Responsible Territories should have deep knowledge in following areas:

- National and regional empowerment policy
- Regional services and products relevant for empowerment
- Formal and informal networks in the region, their forms and functions
- Presentation techniques and project management
- Analytical methodologies