



La cohésion économique, sociale et territoriale en Europe
Pilier 1 Crises, mutations des territoires et cohésion territoriale

Territorial cohesion facing the crisis. **How do indicators address newly the issue?**

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RÉSEAU D'ÉTUDES ET DE RECHERCHES SUR LA COHÉSION ET LES TERRITOIRES EN EUROPE
CERI - DATAR - Paris, 13 December 2010

What means Territorial Cohesion in front of crisis 2010-2013

- To be able to sustain the market concurrence through those endogenous factors that differentiate the territorial whole/system (mix of social, environmental, economics, cultural indicators influencing the regional ranking within the enlarged Europe and in the international context)
- To have some cheap raw materials linked to entrepreneurial vital and innovative factors within a stable social context
- To face market competition with scenarios capable of guaranteeing environmental, social, cultural and economic sustainability
- To have some management faculties (components) capable guaranteeing territorial competitiveness: awareness of its innovative capacity, organisation in networks, capacity to integrate the different sectors and levels of activities, to cooperate in and with other territories, to involve different public and private subjects and institutions, to have both a global, coherent vision respecting the use of local resources and to organise international, European, national, regional policies in a subsidiary point of view
- To have confidence in internal cooperation between different subjects and UE level for the environmental protection and development

It means territorial cohesion (Prezioso, 2006, 2008)

What are we talking about?

- to strengthen the territorial cohesion role for re-lunching European competitiveness (new Lisbon and Gothenburg Strategy onto Europe 2020)
- to enhance territorial cohesion measure through the improvement of indicators fit
- to evaluate the effectiveness and efficiency of the indicators' systems currently used to measure territorial cohesion
- to describe a set of territorial cohesion dimensions to be applied in the programming period 2010-2013 facing the crisis
- to evaluate and measure the different levels of cohesion at local, regional, national and European level
- to propose a methodological approach to implement an effective policy management system for the 2011-13 period (STeMA)

What are we talking about?

- COHESION
- TERRITORIAL COHESION
- LITERATURE REVIEW AND EUROPEAN POLICY REVIEW
- COHESION MEASURE: INDICATORS AND TERRITORIAL SCALES :
- OPERATIONAL APPROACH and TOOL: STeMA

What are we talking about?

- What does COHESION means?
- What does TERRITORIAL COHESION means?

Cohesion was recently defined ...

- as the increased value resulting from Community action policy, and the extent to which intervention adds 'value' to the interventions of other administrations, organizations and institutions at regional level (Mairate, 2006);
- as limited to three core purposes: accountability, improved planning, and quality and performance, but it could include other functions (i.e. culture and skills base in the regions (Batterbury, 2006)

Obstacles to effective evaluation arise from the lack of data comparability, rigidity of time-scales and a focus on performance approaches

We have to wait for the implementation of the *2007 Territorial Agenda to exceed meta-models or policy metaphors on the territorial cohesion (Territorial Agenda revision in course, 2011)*

The 2009 Lisbon Treaty has added territorial cohesion to goals of economic and social cohesion (Prezioso, 2006)

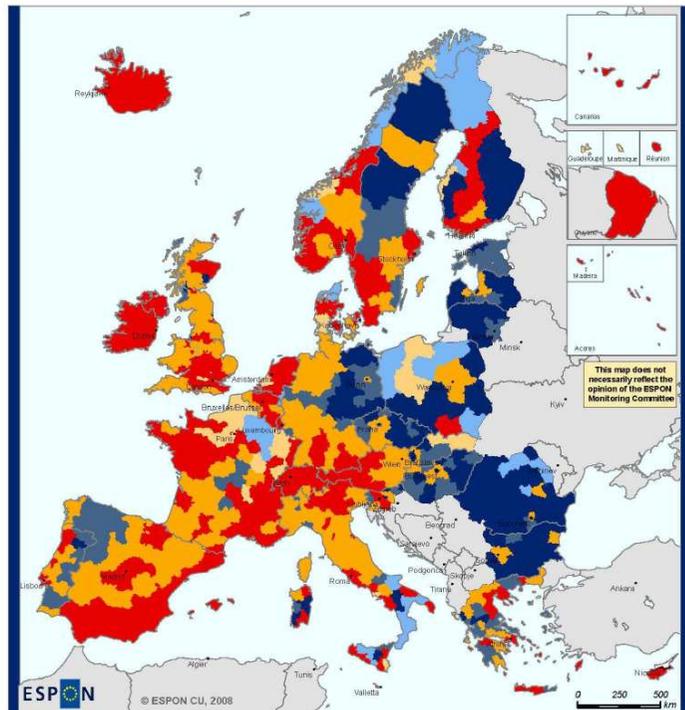
The V Report definition after 2013

- all MS and regions actively pursue smart, sustainable and inclusive growth supporting development in poorest regions by solidarity, urban deprived neighbourhoods, economic restructuring and shifting to a more innovative and knowledge based economy
- The reflection process on the future of cohesion policy takes place in the context of the budget review
- 4 main policy topics for UE: *Globalisation, Demographic Change, Climate Change, Energy*
- EU policy impacts depend from territorial cohesion

Territorial cohesion = new competitiveness regional model = the well-being of citizens and the quality of environment = Europe 2020

Territory = economy = environment = society = culture

ESPON map – “Territorial evidence on population developments”
Population development by components for 2001-2005



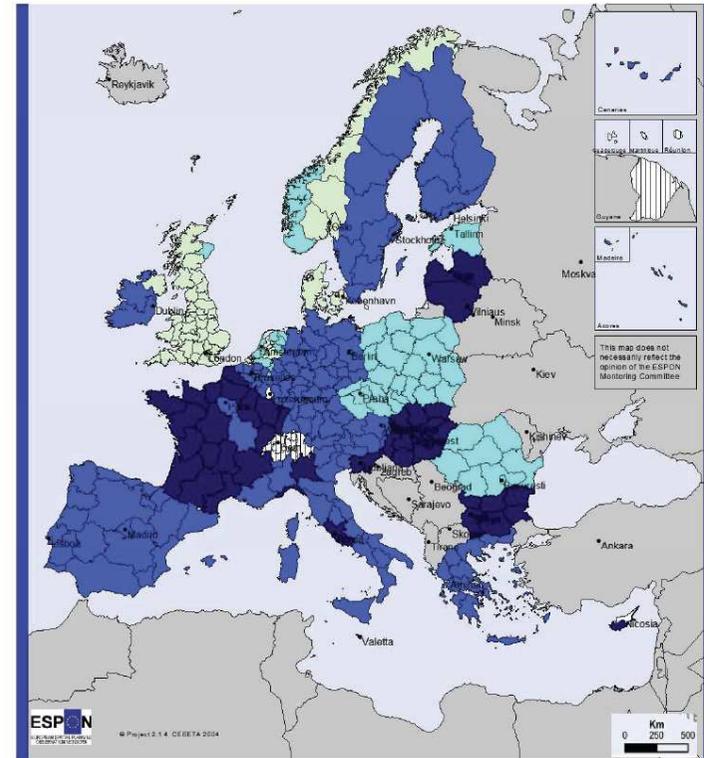
EUROPEAN UNION
 Part-financed by the European Regional Development Fund
 INTERREG III-VOCAL PURCHASE
 © ESPON CU, 2008

© EuroGeographics Association
 for administrative boundaries
 Regional level: AT, BE, CH, CY, DE, IS, MT, NL, PL, NUTS2
 Other countries NUTS3 (2006)
 Origin of data: Eurostat (estimations)
 Source: ESPON 2013 database
 More information: www.espon.eu

Population increase with
 ■ positive migratory balance and positive natural balance
 ■ positive migratory balance and negative natural balance
 ■ negative migratory balance and positive natural balance
Population decrease with
 ■ negative migratory balance and positive natural balance
 ■ positive migratory balance and negative natural balance
 ■ negative migratory balance and negative natural balance
 ■ no data

ESPON map - Project 2.1.4 “Territorial trends of energy services and networks and territorial impact of EU energy policy”

Sensibility to variations on energy prices and energy self-sufficiency



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Sensibility to variations on energy prices and energy self-sufficiency
 ■ Low Sensibility and High Self-sufficiency
 ■ High Sensibility and High Self-sufficiency
 ■ Low Sensibility and Low Self-sufficiency
 ■ High Sensibility and Low Self-sufficiency
 ■ No Data
 Source: Eurostat, National Statistics

What are we talking about?

- LITERATURE REVIEW AND
- EUROPEAN POLICY REVIEW

DRIVING THEMES from literature review with regard to Cohesion

- J. Brunhes e C. Vallaux (1921) represented it as the *whole of a society's inherent values*, a place's implicit identity, the collective and individual feeling of a distinct region.
- G. Jaia (1938) defined it as system (basis for the interpretation of cohesion's territorial dimension) that “contribute to manage, discipline, integrate individual and collective activities”, towards an economic regime (U. Toschi, 1948) “force of the organization of competing forces in the economic field” where “regional geographical units (...) must identify with political territorial units, i.e. the States”;
- W. Sombart (1967) and the neo-schumpeterians defined it as economic system, “complex of principles and institutions on which, in a given historical time, the organization of a state processes of goods and services' production and distribution is based”;
- P. George (1967) defined it as capability of spreading settled socio-territorial models, adherence to shared socio-economic principles, potential for positively affecting income, gross domestic product, wealth, interest rate through regional operating Programmes.

Background

Territorial connection with cohesion had already been pointed out by J. Schumpeter (1954) with regard to contents and categories:

- a set of variables in the field of geo-economics (Lo Monaco, 1982)
- political action principles, more or less consistent (liberalism, protectionism, etc.)
- consistently applied doctrines (liberalism, Marxism)
- Quantitative relations among phenomena (structure of price, demand, etc.)
- inter-dependence relations among economic variables (according to different models, including Walrasian and Keynesian), that are conditioned and affected by indicators' values detectable at regional scale

Recent Background

In order to date the relation between territory and cohesion political-administrative system, that is the “region”, ESPON (2008-2010) proposed to involve only indicators of:

- density
- infrastructures' effectiveness and management
- fixed social capital rate

But these 3 aspects are not sufficient to demonstrating how territorial cohesion is affected in Europe by geographical determinants, according to the level of scale and technical in-depth analysis of the sense of belonging and the productivity of activities performed by individuals and institutions, stimulated and provided by the presence of common values of socio-cultural orientation

What are we talking about?

- MEASURE: GENERAL REMARKS ON INDICATORS
- Empirical studies

Conceptualisation results from empirical studies 2006-08

Applying a new approach (STeMA) at national and regional levels, it was possible to demonstrate:

- Cohesion is always located and therefore it is possible to measure its territorial regional dimension, which in Europe is strictly linked to the territorial socio-economic system's behaviour
- Further parameters of cohesion – deriving from EU focus on the notion of “economic system” as expression of national and regional cohesive values (political structure and organization, history, identity) – can be assessed in relation to the territorial dimension, putting on at regional level
- It is evaluated as a quali-quantitative effect of State or Regions policy choice, which affects both effectiveness and mass (population, natural resources, etc.) of a territory
- According to M. Weber (1945) the cohesion determinant, although present in all cultures, is a real value only in western societies' post-capitalism systems, which exploit it in order to spread, having accepted competition, free market access of all enterprises producing similar goods, and price competitiveness.

From EMPIRICAL STUDIES

- territorial diversity as an important characteristic to manage impacts and effects of the global crisis (Cohesion 2007-13 results towards Europe 2020 Strategy);
- the European policy capability to catch cohesion goals needs TIA methods

Main References:

Alpe Region project (by BBR and Alpine Research Institute, Garmisch-Patenkirchen, 1998-2000); *Walloon Region of Belgium* (Regional Planning, Housing and Heritage, Ministry of Walloon Region, Belgium, 2001) ; *Slovenia* (Town and Spatial Planning Association of Slovenia, 2001); *Greece* (Greek Planners Association, 2001); *Italian Province of Rome* (Territorial Provincial General Plan, 2003 by STeMA); Territorial dimension of Lisbon/Gothenburg Strategy (all EU regions and sub-regions, in ESPON 2004-2006 by STeMA) and the agriculture and accessibility (in ESPON TIP-TAP, 2009); *POLY.DEV project* (Italy, Slovenia, Slovakia, Greece, Bulgaria, 2007 by STeMA); Territorial dimension of Territorial Agenda and cohesion in Italy (MIT 2006, 2008 by STeMA); Energy policy assessment in Slovenia (2008, by MIA); Territorial Impact Assessment of Territorial Cohesion for the Netherlands (2009 by PBL); Territorial dimension of competitiveness in sustainability (all Italian regions and sub-regions, 2009 by STeMA)

Cohesion and New Approaches: in Policy and Planning

With regard to empiric planning experiences results, they have not always been positive.

Since 2005-2006 cohesion has been redefined in its contents and carrying modalities in view of the new development cycle 2007-2013, gaining the positive and active meaning of *attractive force capable of holding out against impact, breakdown and separation of an economy or society*.

The same positive meaning has been accepted by European economy and society, which today intend **territorial cohesion** as the capability of a territory's various (anthropic, natural and institutional) components to search and achieve unity and unifying proposals, even in presence of centrifugal pushes (Prezioso, 2006)

How does Cohesion work?

Indicators derived from these definitions over time have been recently (2007) joined by geographic and geo-economic space, that is the territorial dimension hosting everyday cohesion experiences. Being less abstract of the so-called “spatial”, the territory can be studied in multidimensional mode, and be directly perceivable by citizens and citizenships.

With regard to cohesion’s evaluation, available indicators (EUROSTAT, ESPON, OCSE, JRC, etc.) allow detecting *natural, financial, human and cultural resources*, in quali-quantitative, distributive, temporal terms, highlighting the endogenous modalities by which these territorialised indicators interact.

EU traditional administrative regions (NUTs) have little to do with cohesion, which nevertheless has to be assessed through data located inside of a statistic and territorial unity of reference (geo-referencing).

What is the territorial cohesion form

Cohesion emerges in the form of polycentrism (Prezioso, 2007) at NUTs 2 and 3;

It increases or decreases side by side with other phenomena:

- labour market (there is cohesion when wage-earning labour decreases and self-employment increases, jointly with employment/unemployment variations);
- social disease emerging in neighbourhoods of great polarizing agglomerations, as well as in rising processes of marginalization and social exclusion;
- explosion and diversification of mobility/accessibility home-work areas, stretching space-time models apart (proximity areas coexist with DUS metropolitan areas and global ones);
- urban and territorial regulation and regeneration, with the overlapping of territories and territorial jurisdictions.

EU regional typologies for STeMA

URBAN-RURAL TYPOLOGY aggregation	FUA_TYPO			
	0. No special function	2. Regional/Local	3. Transnational/ National	4. Mega
1,2,3	High urban influence with No special function	High urban influence with Regional/Local functions	High urban influence with Transnational or National functions	High urban influence with Mega functions
4,5,6	Low urban influence with No special function	Low urban influence with Regional/Local functions	Low urban influence with Transnational or National functions	

Class 1 - High urban influence, with Mega functions

Class 2 - High urban influence, with Transnational or National functions

Class 3 - High urban influence, with Regional/Local functions

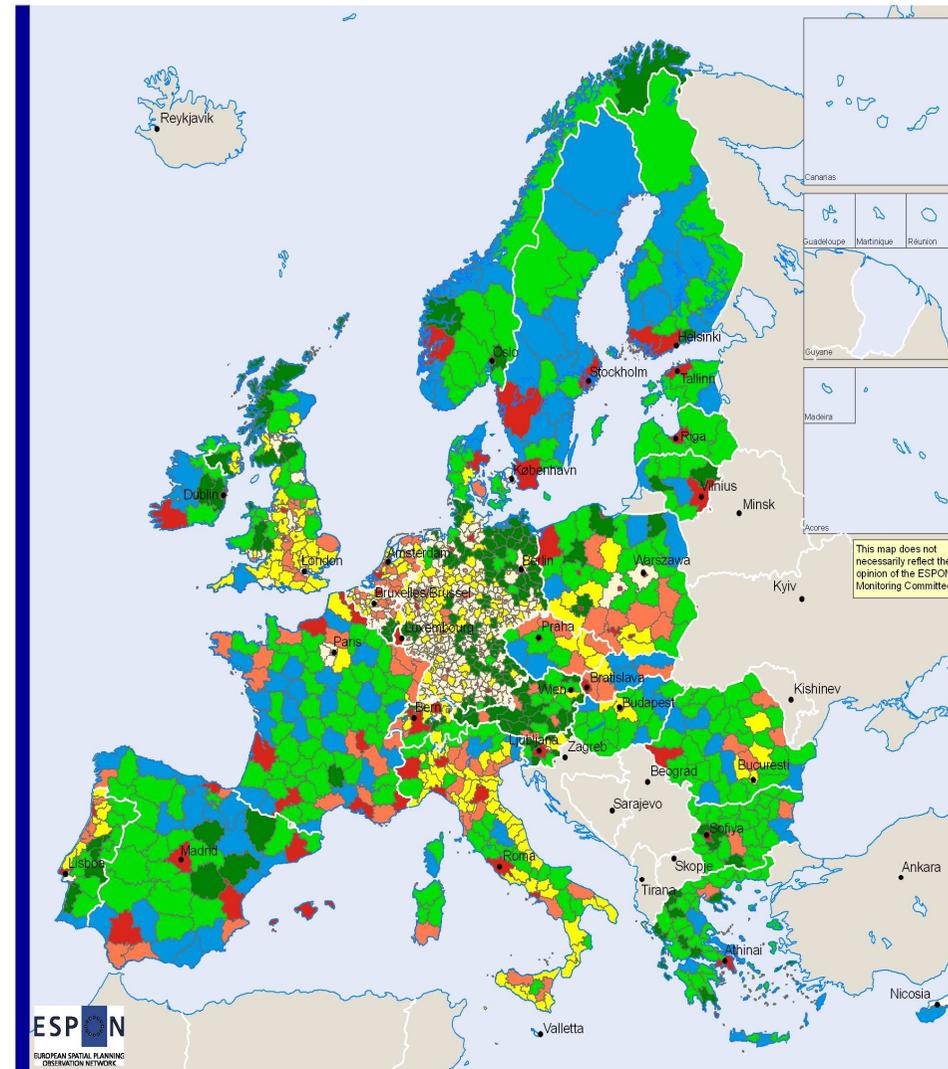
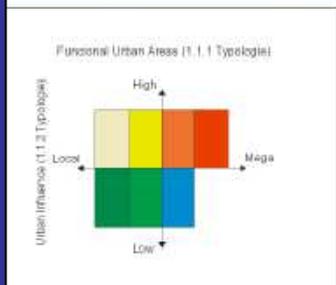
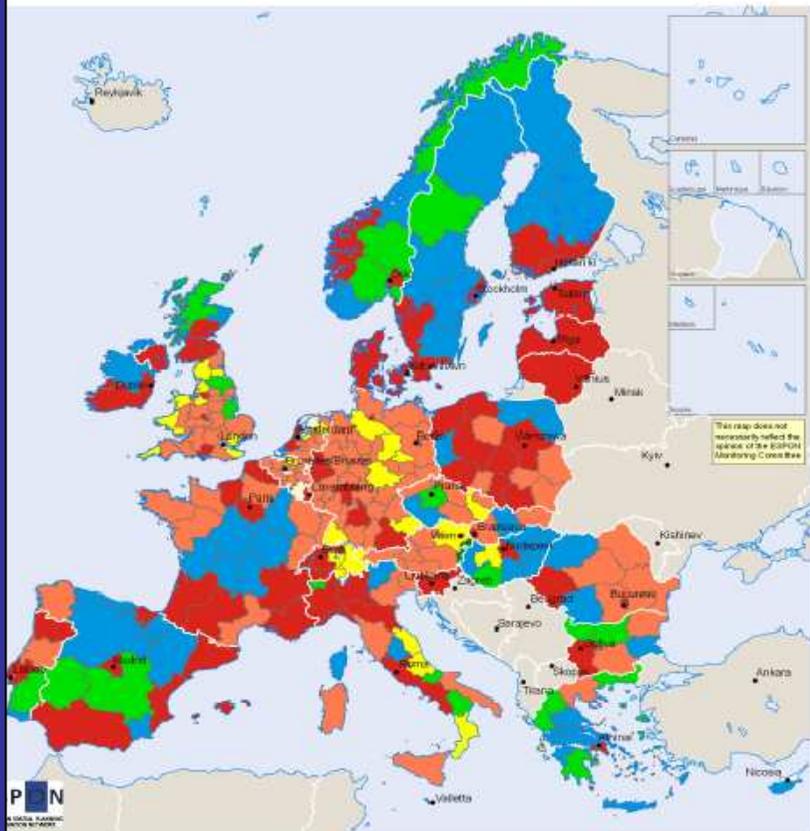
Class 4- High urban influence, with no special function

Class 5- Low urban influence with Transnational or National functions

Class 6 - Low urban influence with Regional/Local functions

Class 7 - Low urban influence with no special functions

Polycentric territorial base at NUTs 2 and 3 (from: ESPON 3.3 project)



Territorial Cohesion Capability

Different sources more and more draw attention to this capability, which is due to:

- Increase of competition at international level facing the crisis;
- Growth of processes of productive delocalization;
- Inclination towards fast innovation of process, product and organization, due to new technologies' implementation (ICT).

From this point of view cohesion's territorial dimension is always represented by an action of local collective interest (bottom-up start-up)

Cohesion Indicators

Indicators' application at the European (ESPON 3.3 project, 2006) and Italian (National Cohesion Report, 2006) cases allowed testing their reliability. The test had recourse to indicators that are thought to be directly and indirectly fit to measure (social, economic, environmental, cultural) territorial cohesion, statistically and geographically belonging to relevant sets and geographic scales: classical, structural, international, national-regional, urban.

Cohesion Indicators

Interaction between these two aspects, accepted by the STeMA model, enabled the territorialization of cohesion, as:

- Classical indicators concern the whole socio-economic structure of a region and are divided into macro areas (**Structural Indicators, Territorial indicators, Competitiveness Indicators**)
- Structural indicators, divided into four sectors, are fit to measure the overall trend of regional economy and define the global economic context where structural reforms on labour, product and capital markets are implemented
- International indicators, largely deriving from those used to measure competitiveness in structural terms: real and virtual interconnection networks, i.e. physical infrastructures (roads, railroads, harbours, airports, telecommunications) and strategic ones (education, knowledge, research)
- Regional indicators, based on country level statistics for the evaluation of cohesion policies, processed by National Statistics Institutes at regional basis, targeted to actions of programming and ex ante assessment of interventions
- Indicators are quantitative and qualitative, according to the guidelines of the Urban Audit (2006)

indicator	category	sector	tipology
GDPpps per capita (GDP)	GDP	Economic variables of Cohesion (EV)	Life quality (LQ)
Consumption per capita (CONS)	Consumption		
Level of employment (Emp)	Employment		
Consumer-price index (HICP)	Prices		
Hospital beds (HLT)	Health	Infrastructural variables of cohesion (IVC)	
Hotels beds (Htb)	Leisure (Ls)		
Cultural opportunities (CuOp)			
Typology Multimodal Accessibility Potential (TMAP)	Accessibility		
Old and New technologies (LTD)	Level of Telecommunication development		
Municipal Waste Generation (MWas)	Municipal Waste	Waste (Ws)	
Hazardous Waste Generation (Hwas)	Hazardous Waste		
Municipal Waste Recycled (RMWas)	Recycling Waste		
Degree of vulnerability in Europe (NH)	Vulnerability	Natural hazard	
Total greenhouse emission (SA)	Air	Natural ReElaborations Status (NRS)	
Total gross abstraction of freshwater (SW)	Water use balanced		
CO ² emissions (CC)	Ozone layer	Climate change	

Confidence in EU commission (CfCom)	Level of citizen confidence (CzCf)	Good Governance	Government quality (GQ)
Confidence in EU council of ministers (CfCM)			
Confidence in EU parliament (CfEP)			
National public participation (PbPn)	Level of Public participation (PbP)		
European public participation (PbPe)			
Early school leavers (EdB)	Base education	Social Cohesion ReElaborations (SCR)	Social Quality and Cohesion (SQ&C)
Inequity of regional income distribution (SCEc)	Economic Elements for Social Cohesion		
Persons aged 0-17 who are living in households where no-one works (Cer)	Risk of children exclusion	Risk of social exclusion (SEE)	
At-risk-of-poverty rate before social transfers (Pvy)	Poverty		
Female employment (EqOp)	Equal opportunities	Social wellness attitude (SWA)	
Fertility rate (Fty)	Welness (Wns)		
Healthy life years (HLY)			

What are we talking about?

- OPERATIONAL APPROACH

A New Methodological Approach

A new geographical methodological approach for analysing the territorial dimension of the regional and sub-regional competitiveness is a territorial-multidimensional process in accordance with a multi-level and multi-actor approach

It is named STeMA (Sustainable Territorial/Environmental/Economic Management Approach) and it is organised by 10 scientific simplified hypothesis

How does STeMA work?

STeMA has five key objectives/principles based on a subsidiary territorial vision:

- competitiveness
- sustainability
- **cohesion**
- integration
- polycentrism
- convergence

STeMA considers the indicators' qualitative and quantitative relationship in a continuous confrontation and updating to increase the levels of awareness and participation in development choices.

STeMA application

It has demonstrated (Prezioso 2009) that the concept of territorial cohesion is composed by some determining factors or determinants that can be further decomposed to arrive at indicators level

- to (territorially) contextualise the measurement or, in statistical terms, to normalise/standardise the polycentrism in order to compare the different territories
- to standardise the single indicators
- to link enterprise competitiveness in sustainability to the EU regional typologies (i.e. the urban-rural typologies or MEGA-FUA-PIA or polycentric territorial typologies)
- to weigh the various indicators (in this respect, a fundamental support is represented by the case studies),
- to control in real time: static data/phenomena and dynamic data (to monitor the changes in time)

List of new regional policies. An Example

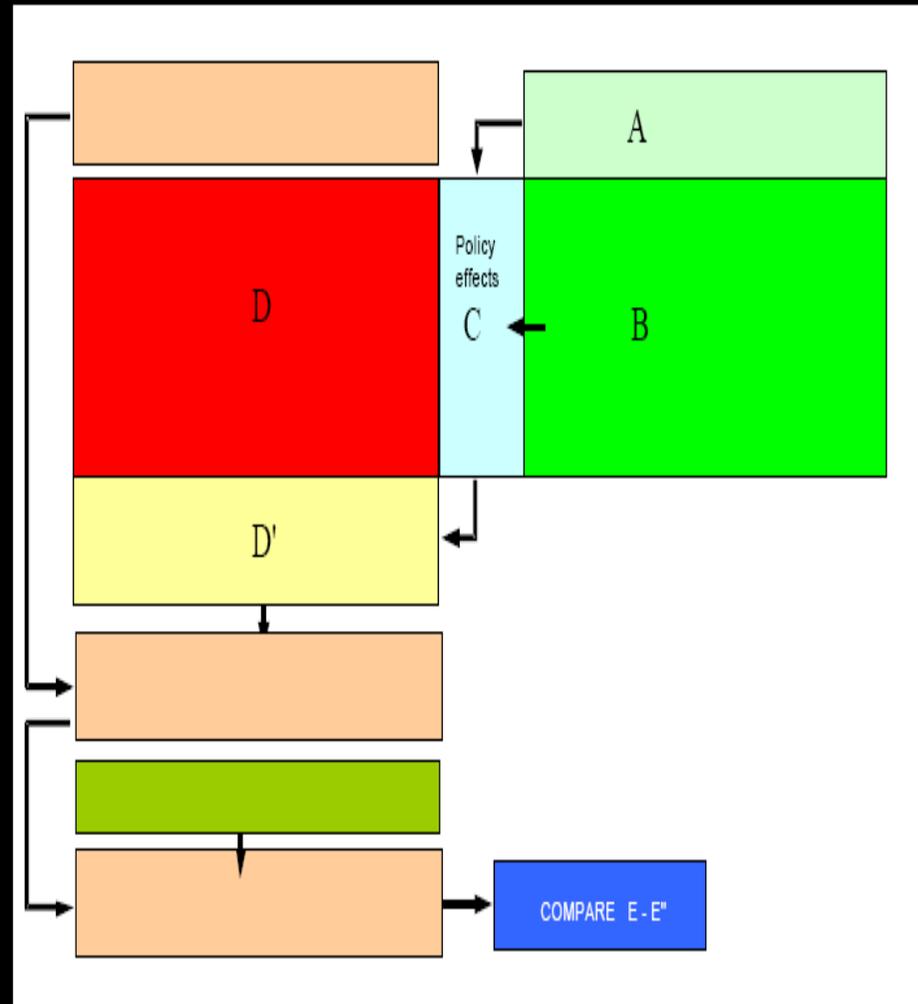
Innovation	Bridging digital divided	Employment	Homogeneisation of enterprise costs
	Technological/innovative dissemination for the enterprises and institutions		Support enterprise creation
	Support to transregional cooperative projects		Support employer mobility
	Use/development of environmental friendly technologies		Support equal opportunities
	Quality certification and assessment tools		
R&D	R&D infrastructures	Transport/network	Development of telecommunication networks
	Support to BAT		Development of energy networks
	Development of recycling technologies of waste		Increase of physical accessibility
Human Capital	Supply of education	Natural Resources	Use of renewable resources
	Human capital internationalisation		Active Protection of Natural resources
Age	Reinvolvement of aging people		Reduction of Natural Resources consumption
	Support leisure		Natural hazard prevention
	Social integration	Climate	Energy policies
	Child protection		Flexible Mechanisms
	Poverty reduction		Climate Active Protection
	Policies dissemination for transparency and efficiency of bureaucracy	Public Health	Social Programme Financing
	Cultural integration		Safety
Support Local productive identity	Support Welfare		
Promotion of a global enterprise culture			
New business/service instruments			
Inflation control			
Internationalisation of good and services			

Policy/actions toolbox

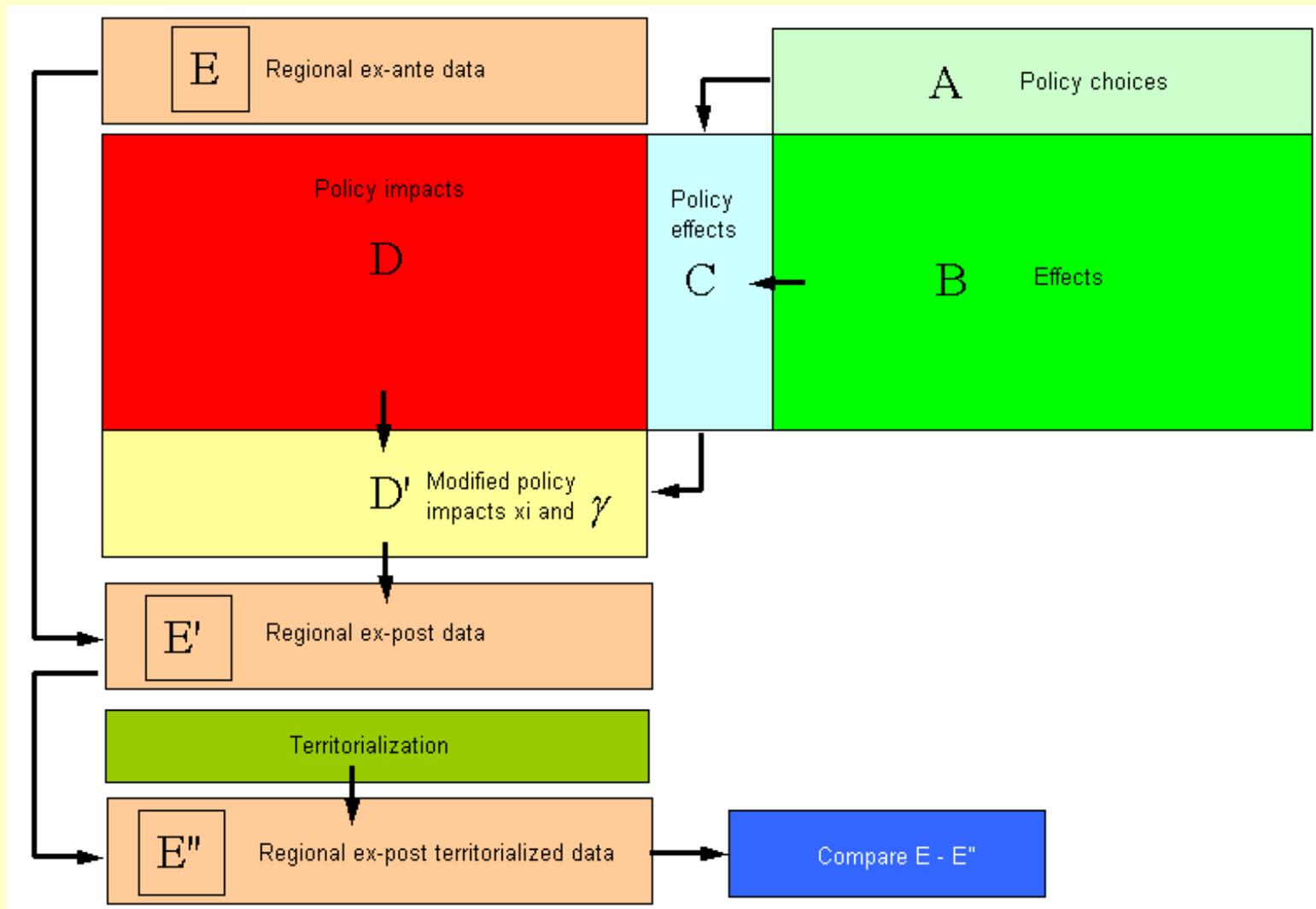
Conceptual definition by Prof. Maria Prezioso University of Roma

- STEP 1 DEFINE B_j Calculate B matrice
- STEP 2 DEFINE POLICY CHOICES ah definition
- STEP 3 DEFINE B_j' Based on selected ah calculate B_j'
- STEP 4 DEFINE C_i Calculate the policy impact for the selected ah
- STEP 5 DEFINE D_q Calculate D matrice
- STEP 6 DEFINE d'p_q Calculate d'p_q
- STEP 7 DEFINE D'_q Makes the addition for all d'p_q
- STEP 8 DEFINE xi Calculate how D' differs from D
- STEP 9 DEFINE gamma Calculate how indicator changes
- STEP 10 DEFINE e' Recomputes indicators e'u
- STEP 11 TERRITORIALIZATION Adds territorial data to regional indicators
- STEP 12 COMPARE Compare results

[Go to logic schema](#)



STeMA



How to measure territorial cohesion by STeMA

Social and economic cohesion is a concept that can be defined in relation to different aspects:

- Availability of goods and services perceived as essential;
- Multidimensionality (poverty is a central, not crucial, aspect of social exclusion);
- Social participation;
- Political involvement (level of participation) and social integration;
- Dependence on social exclusion of people, circumstances and processes that determine the impossibility of free self-determination of fundamental aspects of life;
- Processes' dynamics over time, with enduring or cumulative effects;
- Multilevel (individual, familiar, etc.) stratification of exclusion's processes.

Features: **Territoriality; Inter-sectoral dimension**

Quality of Cohesion

- The STeMA methodology (Prezioso 2007) detects a series of basic indicators, which, by successive unifications, achieve more and more synthetic and composite indexes (ordered as: categories, sectors and typologies), capable of providing an actual measure of phenomena strictly linked to territorial cohesion, such as:
 - Risk of social exclusion
 - Disposition to social welfare
 - Social cohesion (resources)
 - Good Governance
 - Level of cohesion's infrastructure variables
 - Level of economic variables
 - Level of quality of life
 - Environmental quality

Territorial cohesion's distribution in EU

MAP Qty 45 - Territorial QUALITY

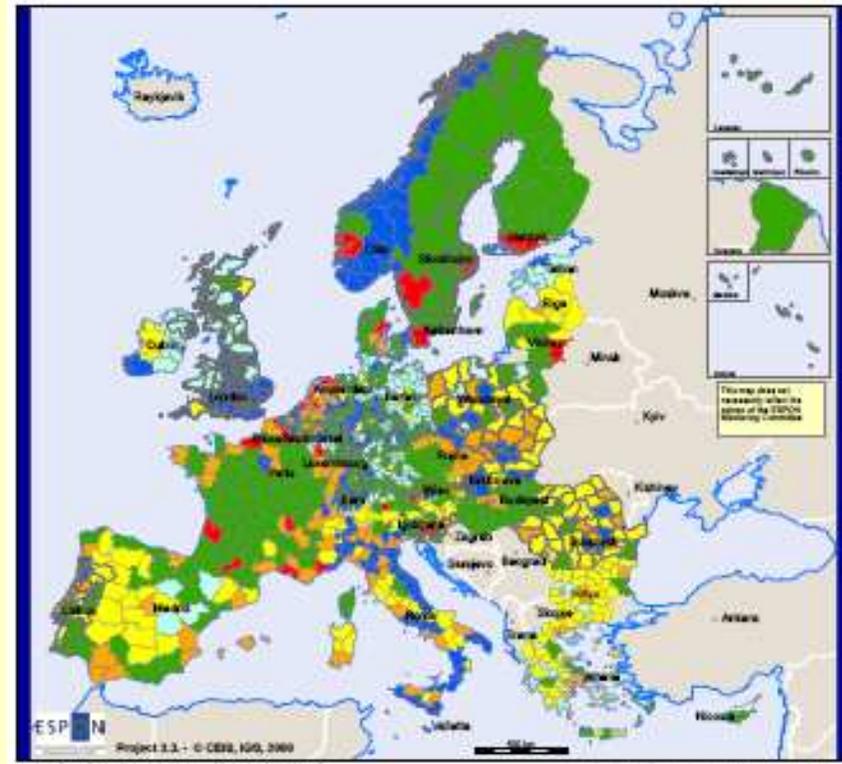


Values obtained combining Quality:
Synthetic Spatial Composite Index and TT2 -
Territorial typologies at NUTS2

- ABSOLUTE
- VERY HIGH
- HIGH
- MEDIUM
- LOW
- VERY LOW

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Mapping Cohesion's Quality shows ...

- an attitude to achieve low level of cohesion in Europe, in particular along two parallel axes: 1) the north-south axis from Germany to Italy; 2) the north-south axis from Poland to Greece. Low values are also recorded in Spain, Ireland and Great Britain, while high cohesion level are measured in Portugal, France, Austria, Hungary, Netherlands, Lithuania and all Scandinavian Countries.
- About the regional territorial dimension of Cohesion's Quality (NUTs 2 level) results are different and Europe achieves a general high level. So, regions that have a territorial typology with high urban influence improve their value, ranking higher in the cohesion scale. Low values are measured in the Centre of Spain and France, South of Portugal, Greece, Czech Republic, Hungary (except Budapest's region), Sweden, and the least settled regions of Finland.
- About the sub-regional territorialisation at NUTs 3 level, the map shows a detailed dynamics that is more similar to the map concerning the spatial dimension.

Where territorial cohesion is a real capability

MAP IR 18 - Innovation and Research: Territorial Dimension at NUTS 2

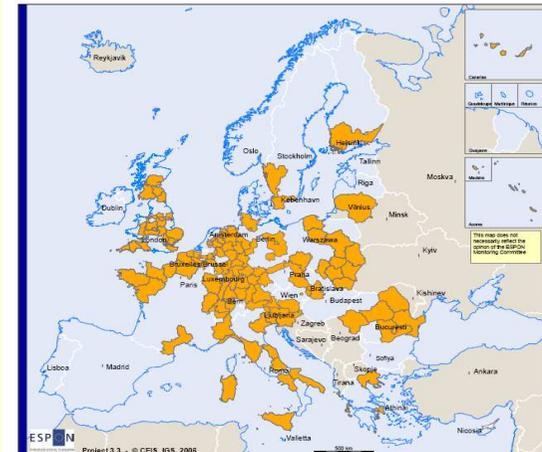


Values obtained combining Innovation and Research: Synthetic Spatial Composit Index and TT2 - Territorial typologies at NUTS2

VERY HIGH

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MAP GL 43 - TERRITORIAL Global Local Interaction



Values obtained combining Global Local: Synthetic Spatial Composit Index and TT2 - Territorial typologies at NUTS2

VERY HIGH

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MAP Qty 45 - Territorial QUALITY



Values obtained combining Quality: Synthetic Spatial Composit Index and TT2 - Territorial typologies at NUTS2

VERY HIGH

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MAP RF 19 - Resources and Funds Interaction Territorial Dimension at NUTS 2

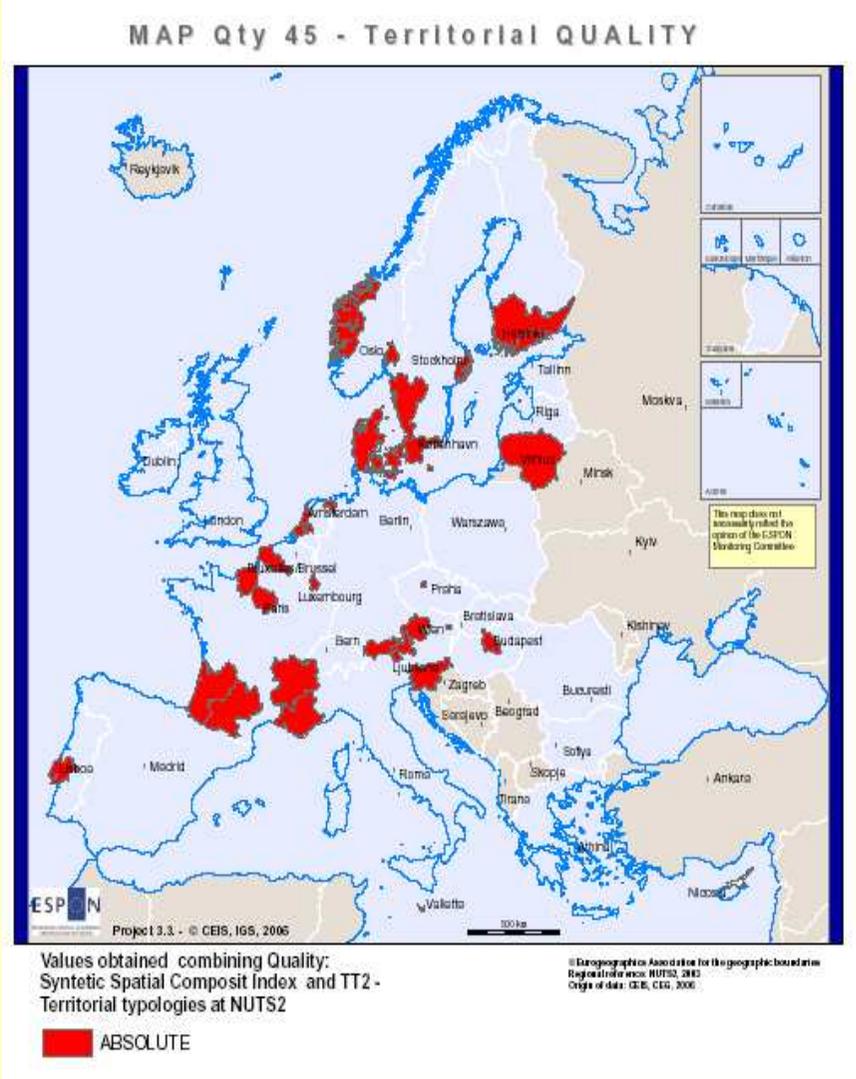
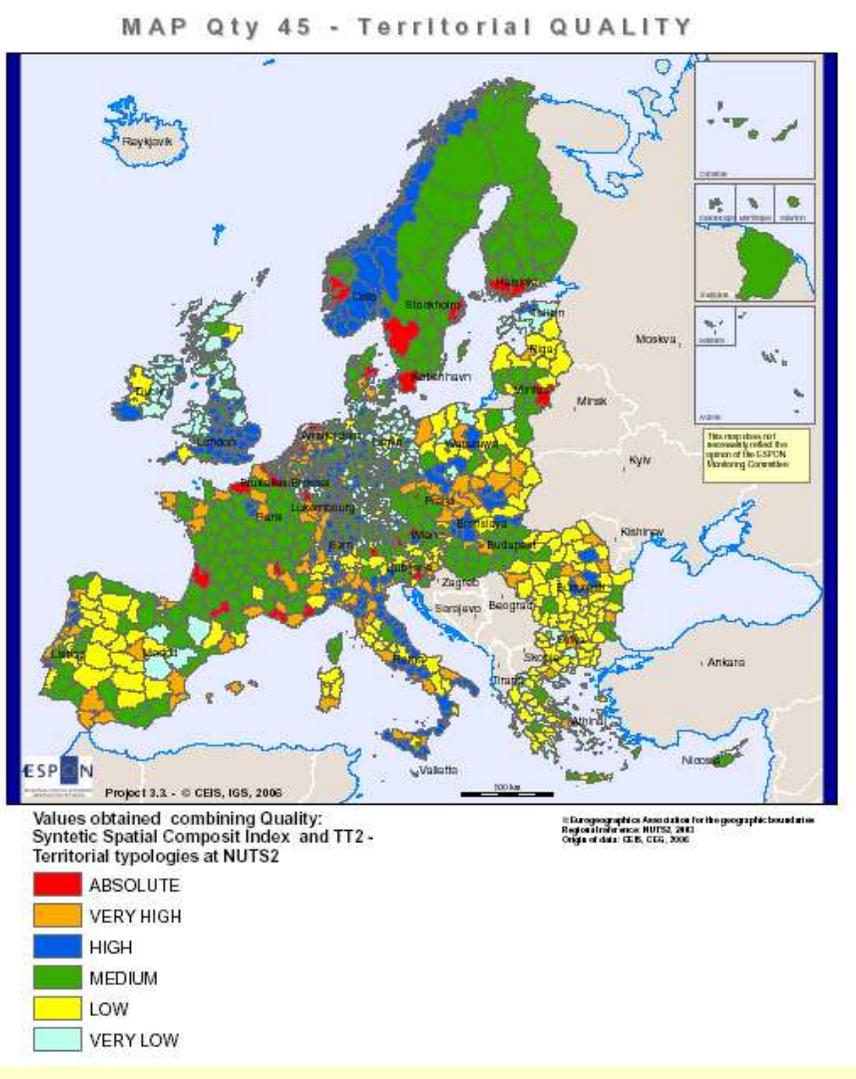


Values obtained combining Resources and Funds: Synthetic Spatial Composit Index and TT2 - Territorial typologies at NUTS2

VERY HIGH

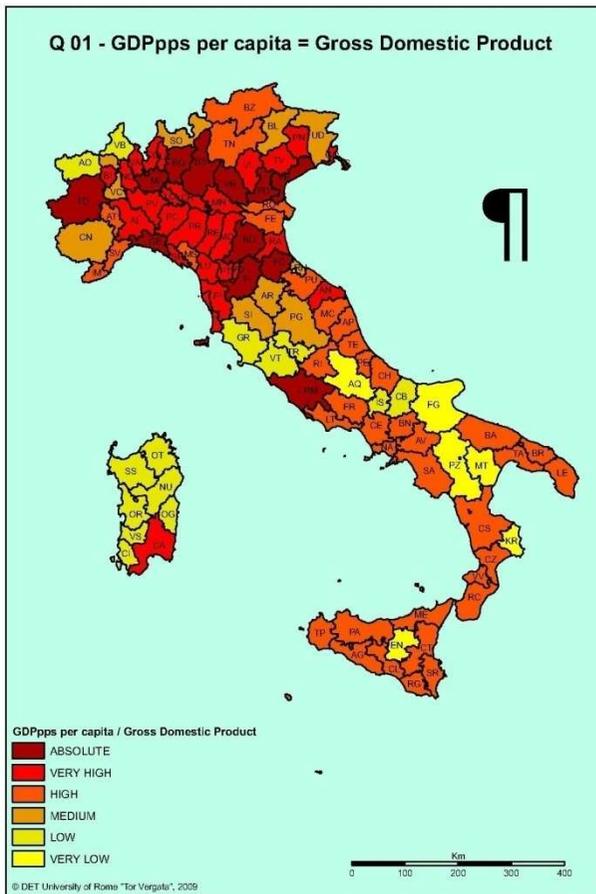
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First proposal of some transnational cooperative areas from the territorialisation of Cohesion

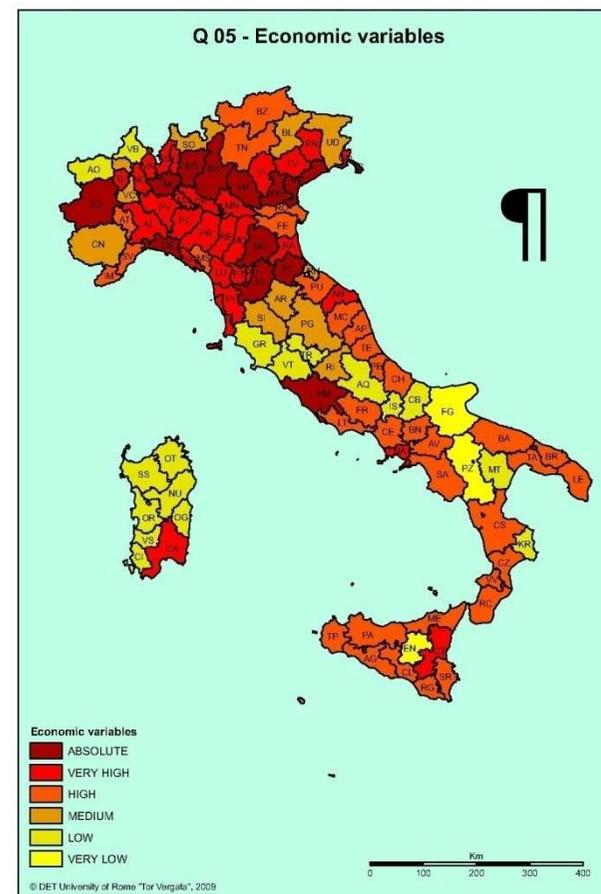


Territorial cohesion in Italy

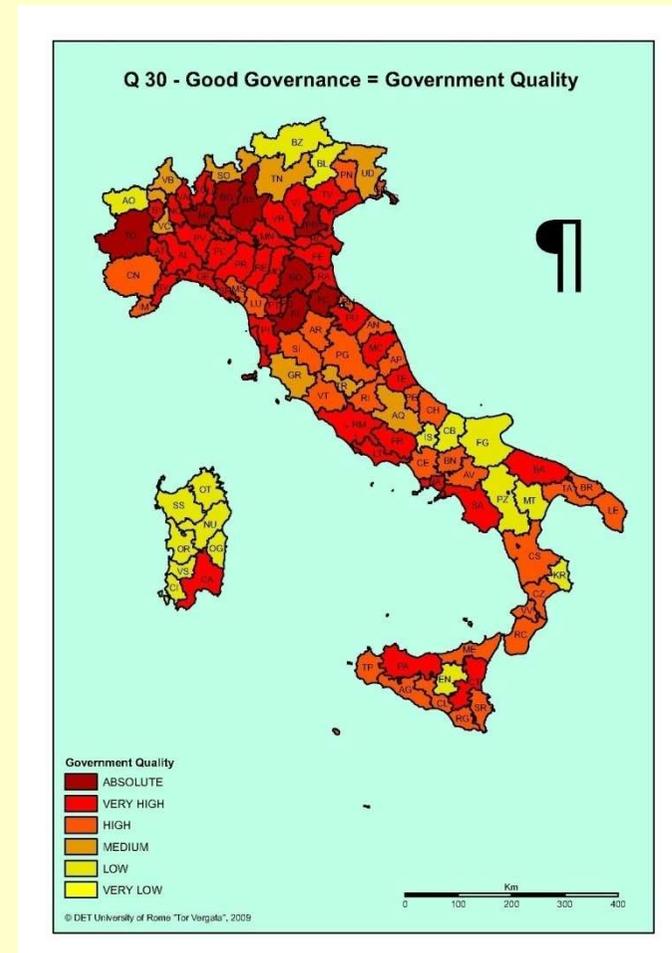
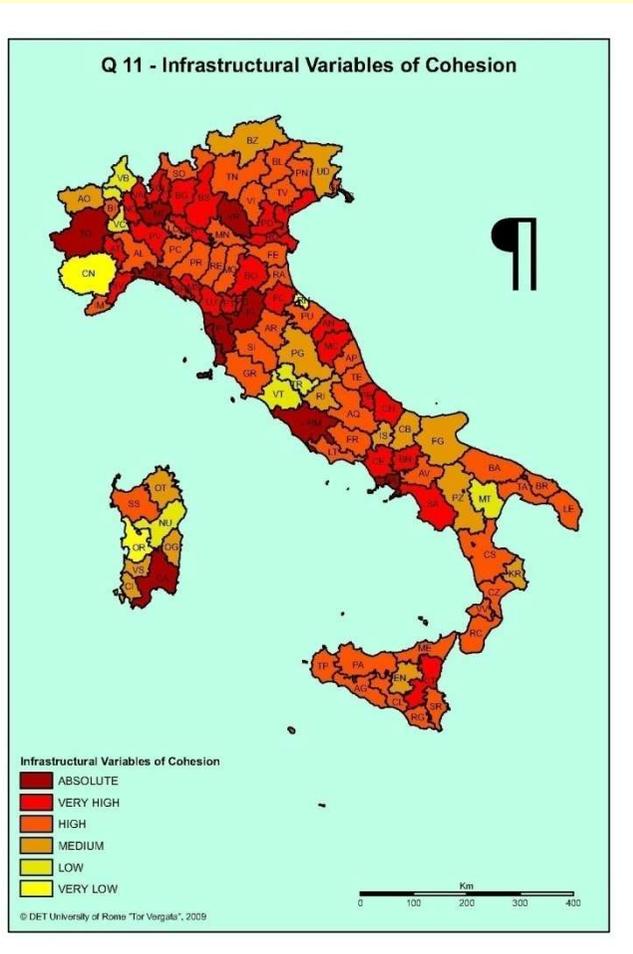
Q 01 - GDPpps per capita = Gross Domestic Product



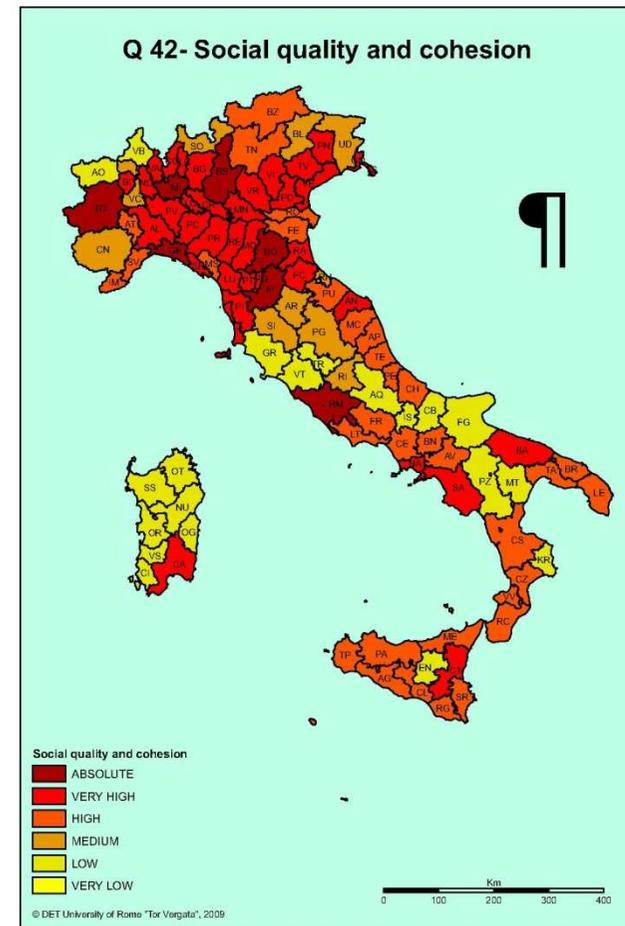
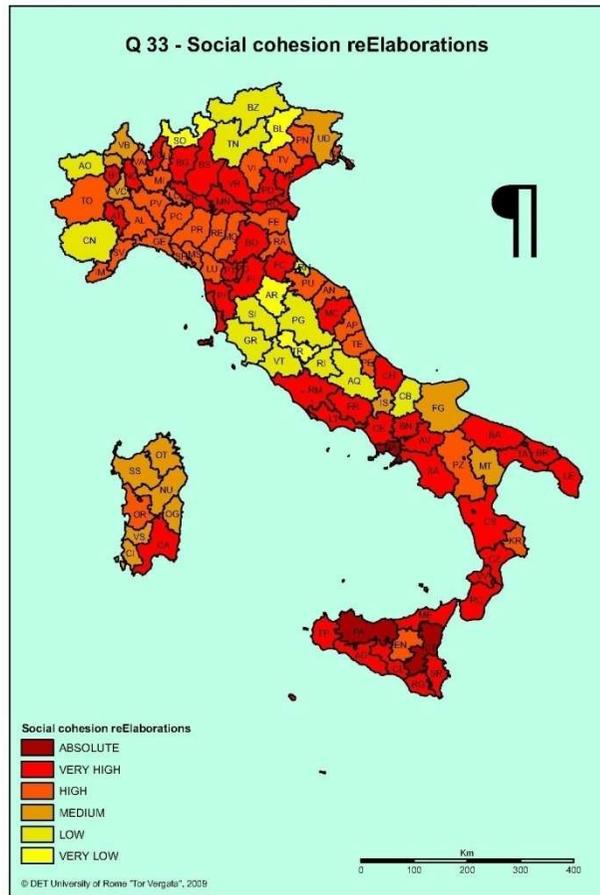
Q 05 - Economic variables



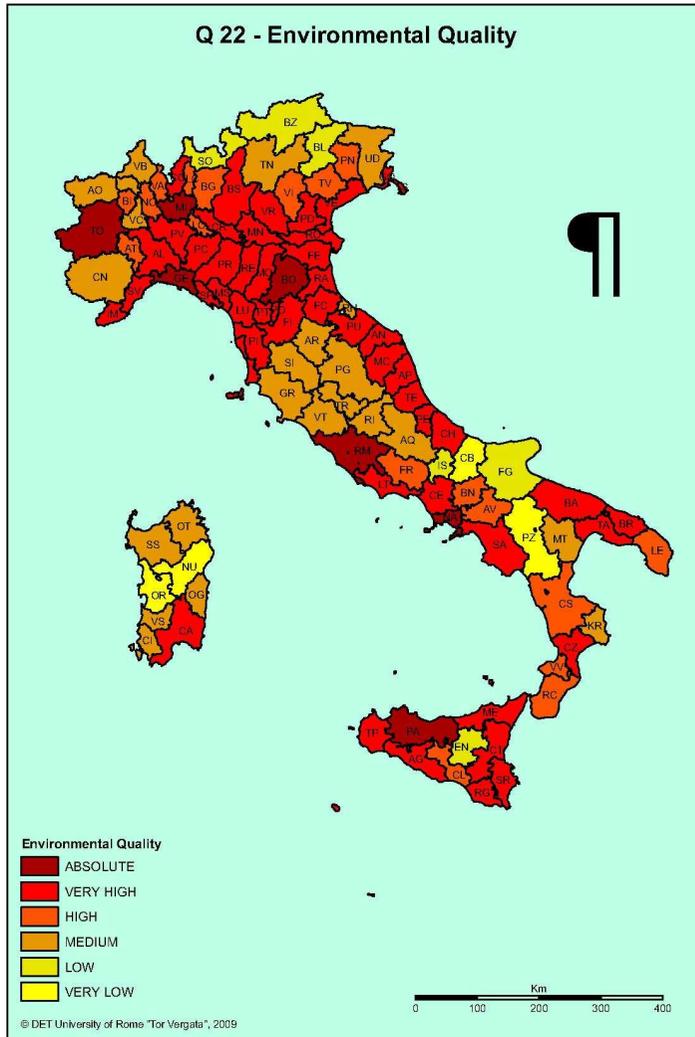
Territorial cohesion in Italy



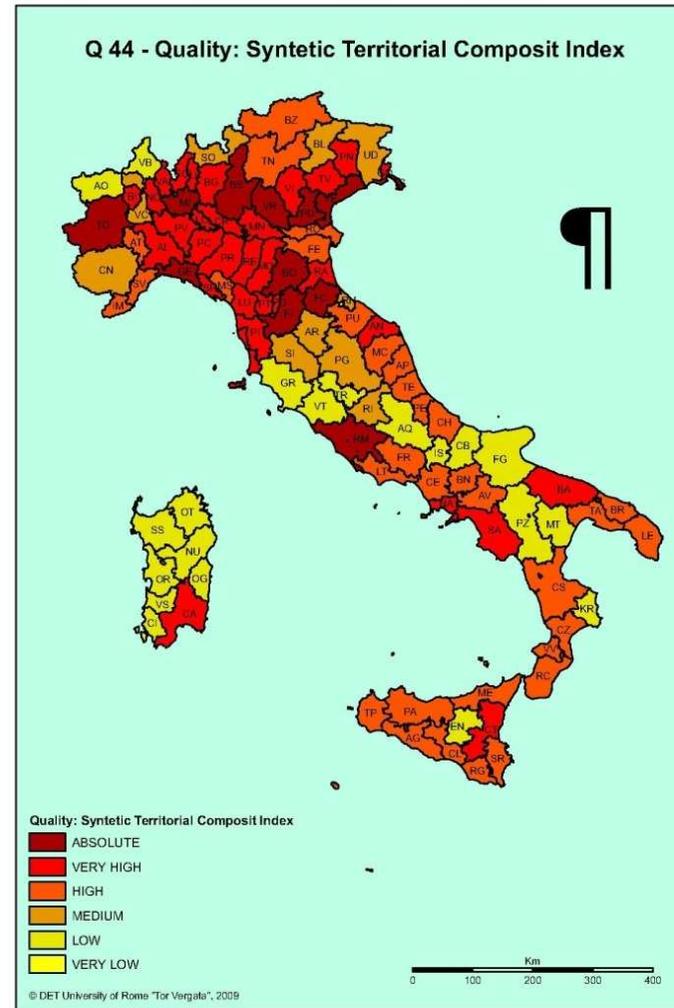
Territorial cohesion in Italy



Q 22 - Environmental Quality



Q 44 - Quality: Syntetic Territorial Composited Index



Policies recommendations with regard to **Territorial Cohesion**

- to use more indicators than one to assess the country positions and to harmonise consumer prices index and the consumption aggregates towards a common medium level in all UE;
- to connect the level of employment (employment index) and its organisation in the traditional industrial regions to the de-industrialisation process;
- to change the parameters of calculation of buying power looking at EU goods of large consumption;
- to stress the *infrastructural variables of cohesion* as significant measure of welfare efficiency,
- to complete the network of physical accessibility and multimodal organisation
- to consider *life quality* as a complex synthetic index, representative of the regional identity into EU context;
- to consider *government quality* as a fundamental point of European integration and a measure of the common European political feeling (using the government quality as a synthetic index);
- to apply the *subsidiarity* principle and its rules to create intra and interregional cohesive instrument;
- to fix different governance rules with respect to the geographical/territorial scale
- to improve citizenship confidence in some countries
- to propose a common reflection about *Social Quality and Cohesion*
- to sustain the social wellness aptitude to reinforce the cooperative regional projects

Territorial Cohesive Interaction facing the crisis

- to create a common cohesive language in the global 'arena' of competitiveness and sustainability
- to guarantee an appropriate level of security of population migration
- to valorise attractiveness into a general territorial appeal, linking tourism to the education mobility, sustaining the family income offering a new educational and knowledge system by globalization inputs and ICS;
- to launch specific environmental projects for excluded active population (new job market in the coastal or boundary countries)
- to sustain a global vision into the student and researcher outbound regional mobility
- to launch specific manufacturing enterprise policies
- to improve polycentric models as alternatives to the capital regions
- to implement G/L infrastructures involving credit institutions level and insurance companies to sustain a better general management attitude
- to stress the delocalisation particularly in borderline regions
- to confirm the cohesion regional funds to reinforce the local social interaction, involving the manufacturing enterprises and local trade activities, by specific fiscal and financial instruments
- to consolidate the internal goods and services trade using the same rules of the free EU market circuits, favoring the internationalization position of regional systems
- to re-organise a balanced distribution of management attitude

Thank you for your attention!

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