



## 11. ENHANCING INSTITUTIONAL CAPACITY AND ENSURING AN EFFICIENT PUBLIC ADMINISTRATION

### What does the EU want to achieve?

Strengthening institutional and administrative capacity at all levels in all fields and promoting good governance principles.

### How?

By investing in **institutional capacity** and in the efficiency of public administration and public services and in **capacity of stakeholders to mobilise for reform**.

### How can mountains contribute?

The particular geographies of mountains do not necessarily fit administrative boundaries – whether municipal, regional or even national. Many mountain areas are also border regions. Their governance requires a specific approach and the effective organisation of public administration. The forms of governance that have been experimented with in mountain areas can bring useful lessons for other areas.

One example is the inter-regional operational programmes for massifs in France, such as the [Massif Central](#), or [Alps](#). Another is the Plan for support to mountain economy in the Pyrenees, which operated in a multi-fund context. In several mountain areas of Italy, integrated development has been delivered successfully. In fact, examples are too numerous to be quoted!

### What do they need in order to contribute?

To improve institutional capacity to deliver policies positively, mountain areas need:

- An **evidence-based approach**, working at an **adequate scale** using indicators mapped at that scale.
- A bottom-up approach respecting the **partnership and subsidiarity principles**: all actors must be involved with the process of developing, implementing and monitoring policies;
- Specific governance allowing an **integrated approach** to development :
  - Better coordination between **different administrative departments**. Better **coordination between different layers of governance** i.e. multi-level governance: national, macro-regional, regional, infra-regional, functional areas, local.
    - Lombardy region and Province of Sondrio (Italy) promoted a “Regional territorial plan for middle and High Valtellina” aiming to promote a path of strong integration and participation, trying to foster balanced territorial development through effective synergy between economic development and environmental sustainability.
  - **Macro-regional strategies** at massif scale (e.g. the Alps), where they can provide better orientation and coordination of policies implemented by several authorities;
- To develop **formal participation of young people in developing political strategies and in decision-making bodies**:
  - In [Scotland](#) and in [Norway](#), young people are formally represented via a youth council. The Highland Council even provides a one-year, paid ‘youth convener’ position in the local council, which allows young people to voice their ideas in the decision-making process.
  - In the Alps, a [Youth parliament of the Alpine Convention](#) has been developed.
  - In Rhône-Alpes (France), “[Montagne 2040](#)” was launched in 2011 to engage with young people to discuss the future of mountain areas in the region.