

# Implementation - WP5

---

## Implementation concept for partners in the WaterCoG project

### *Background*

Governance is recognized as a key factor for realizing important goals in aspect to environment, climate, biodiversity etc. In this project, the concept of “co-governance” is used as a crucial factor for achieving these goals.

Co-governance involves inviting social actors to participate in the core activities of the state (Ackerman. J. 2004) or it could be described as sharing decision making with public authorities.

In the WaterCoG project we aim for a change in working practice and institutional arrangements towards “Co-governance” by improving the integration between top-down implementation of European directives and national legislation and bottom-up, participatory developed solutions for improving the quality and sustainable management strategies of North Sea Region (NSR) ecosystems. This means that the project has set a hypothesis that a good water co-governance structure requires sufficient interaction between top down targets (EU Directive targets, national legislation) and bottom-up local wishes. In that context local (water, environmental, etc.) needs and solutions are best defined by local stakeholders in conjunction with expert knowledge and Directive targets are best defined by authorities with knowledge from stakeholders and experts. An optimized interaction between top-down and bottom-up (governance structure) should take into account differences in culture, tradition and existing management structures.

### *Purpose in wp5 – Implementation*

The aim of this paper has been to set out an approach (tool) for describing and visualizing different (water) governance structures. The tool will be used to describe the current structures within each pilot and set goals for the implementation of measures that will deliver hypothesized improvements to the structure.

The tool is adaptable to a wide range of different governance situations and each partner has the possibility to choose what makes sense in selected pilot areas.

The strategy in the paper will play a key role in the ongoing work with implementation of co-governance in the WaterCoG projects case studies and in areas outside the pilots where WaterCoG will support similar changes.

## Implementation concept

The concept for implementation of a new co-governance structure in the partner pilots follows two tracks: 1) a structural description of governance (top-down/bottom-up), and 2) a time line for adaptive management. The structural description illustrates the projects hypothesis (need for interaction between top-down and bottom up). While the time line for adaptive management is basically comparable with known water management cycles as used in for example the Water Frame Directive. In this case the cycle is divided into seven steps.

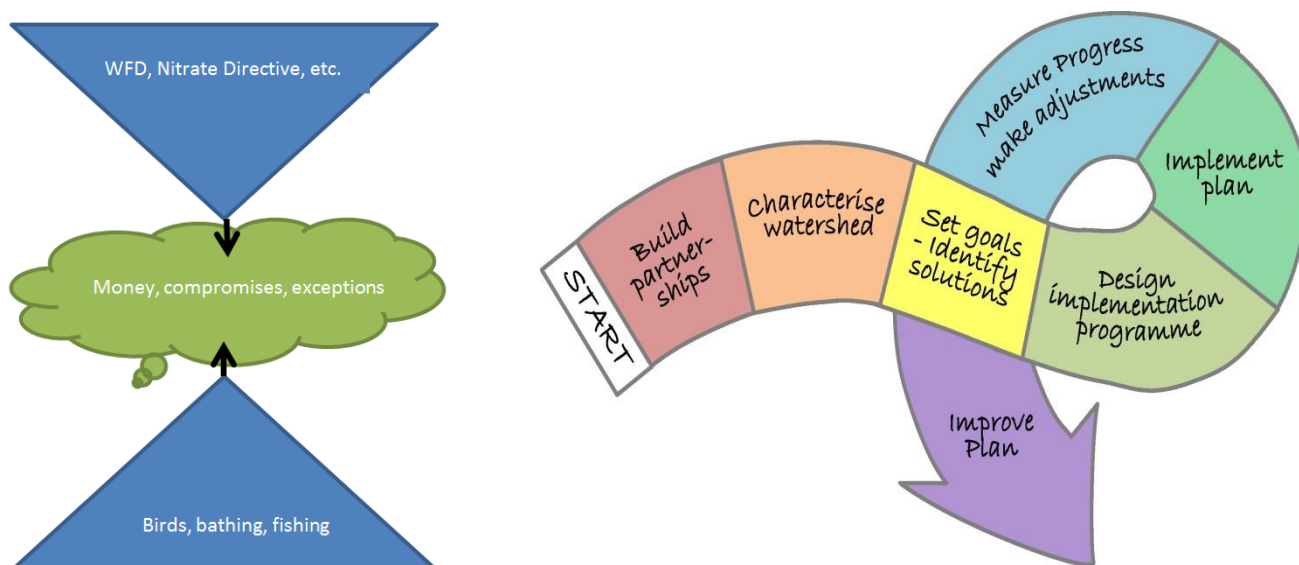


Figure 1. Left figure showing an illustration of the project hypothesis that “good water co-governance structure requires sufficient interaction between top down targets (e.g. EU Directive targets, national legislation) and local wishes”. Right figure showing the seven step adaptive management framework.

These two descriptions should be integrated with each other so that for each of the seven steps in the adaptive management timeline a description of the governance structure (top-down/bottom-up) can be made. For each step of the management cycle that is relevant for a pilot, the following descriptions should be made:

1. The current governance structure (baseline) at the start of the project
2. An improved governance structure – the ‘goal’ (from the perspective of the pilot ‘owner(s)’)
  3. Specific objectives for the pilot (i.e. to achieve the improved governance structure)
  4. Specific actions required to achieve the pilot’s goals (including tools and/or training needs)
5. Regular benchmarking/review of the governance structure to monitor progress
6. How the improved structure will contribute to the delivery of the project result indicators

In some pilots, not all seven steps will be part of the project and then only the relevant steps should be included. By resolving the progress into activities for each step it is hereby possible to follow the progress in each pilot (figure 2).

It should be described who have been involved in making the analysis. A wider involvement of different people in the analysis will generally improve the analysis. And be aware that a change in who is making the analysis will potentially make the analysis inconsistent over time.

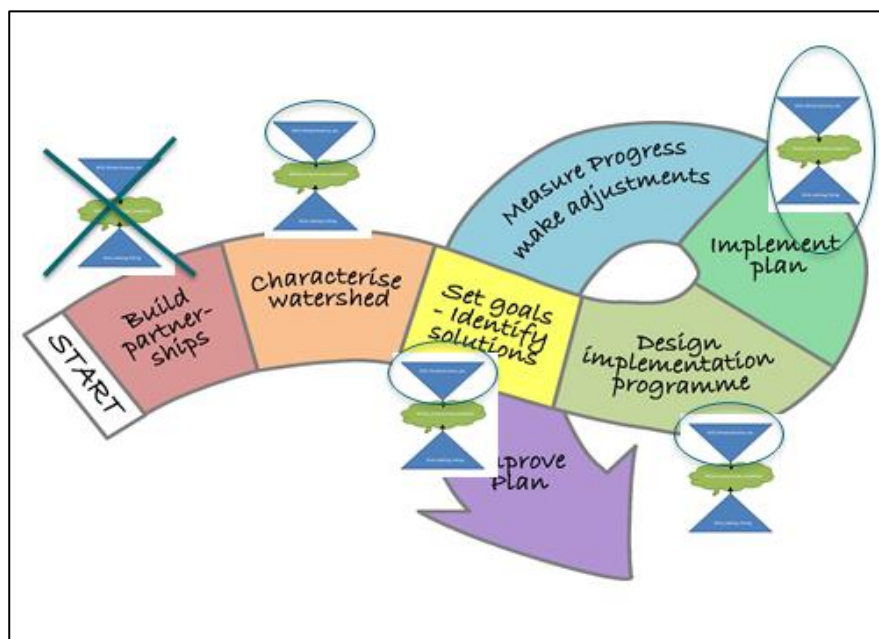


Figure 2. Each pilot should decide have many of the 7 steps it's relevant to focus on in the pilot process. In the above example "building partnerships" have already been done and the focus is on the next steps.

## *Describing the governance structure*

The following symbols should be used to describe the governance structures within each pilot. An example of a completed figure for a fictional pilot is set out below.



This symbol describes the relative weight between top, middle and bottom. “Top” could be national level, “middle” could be regional and local level. “Bottom” will typically be citizens, landowners etc.

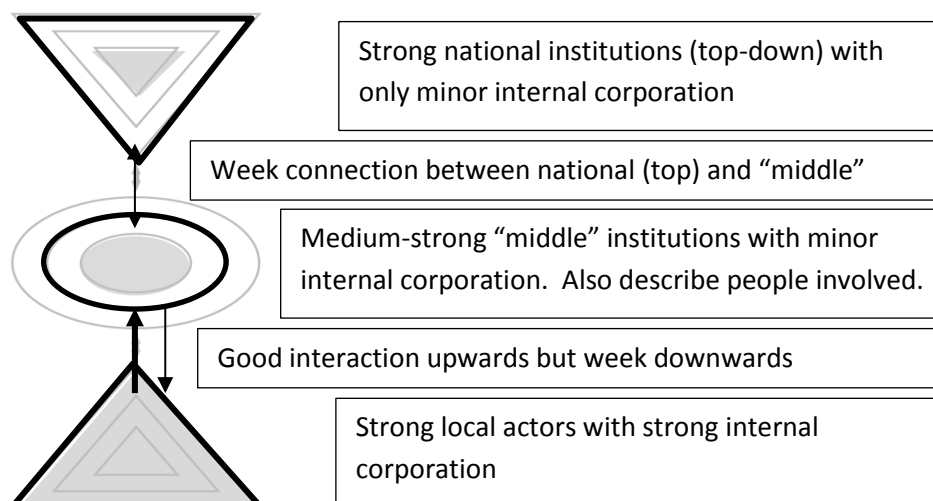


This symbol describes the strengths of internal corporation within top, middle or bottom



These symbols describe the strengths (weights) of interaction between top, middle or bottom. Could be one way, both ways and weak or strong.

Example for the use of symbols:



## ***Applying the approach to the adaptive management cycle***

There are seven steps in the adaptive management cycle:

1) Building Partnerships, 2) Characterize watershed, 3) Set goals – identify solutions, 4) Design implementations program, 5) Implement plan, 6) Measure progress, make adjustments, 7) Improve plan

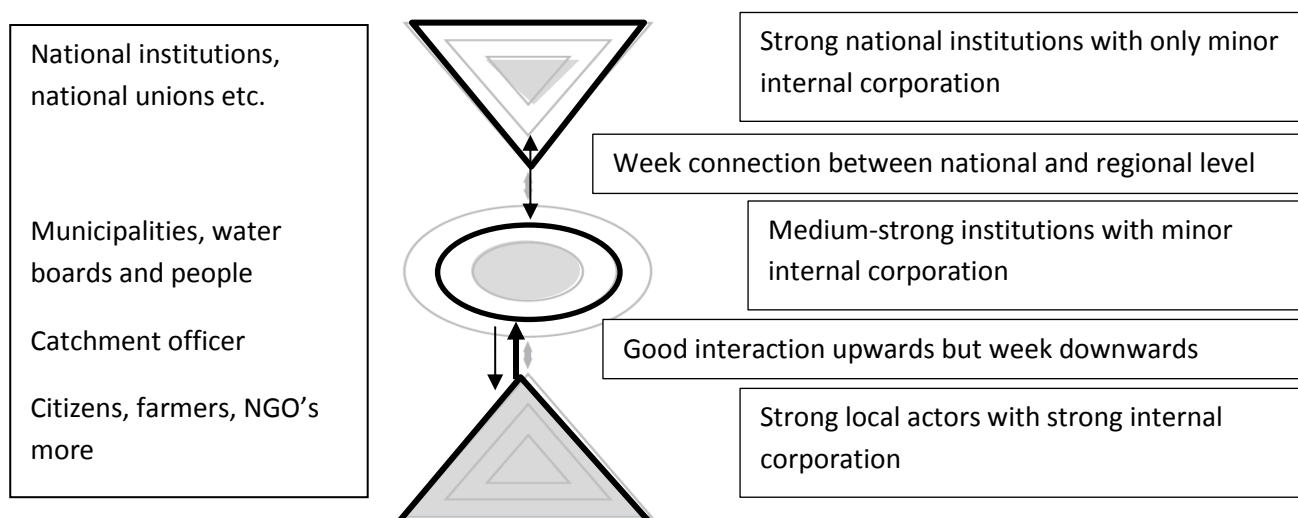
For each step that is relevant to the pilot the governance structure should be described. The description will be different at each step according to the nature of each step. But for all steps the same considerations should be made.

### **Understanding the principals**

The following 7 steps are just fictive examples seen from a Danish perspective

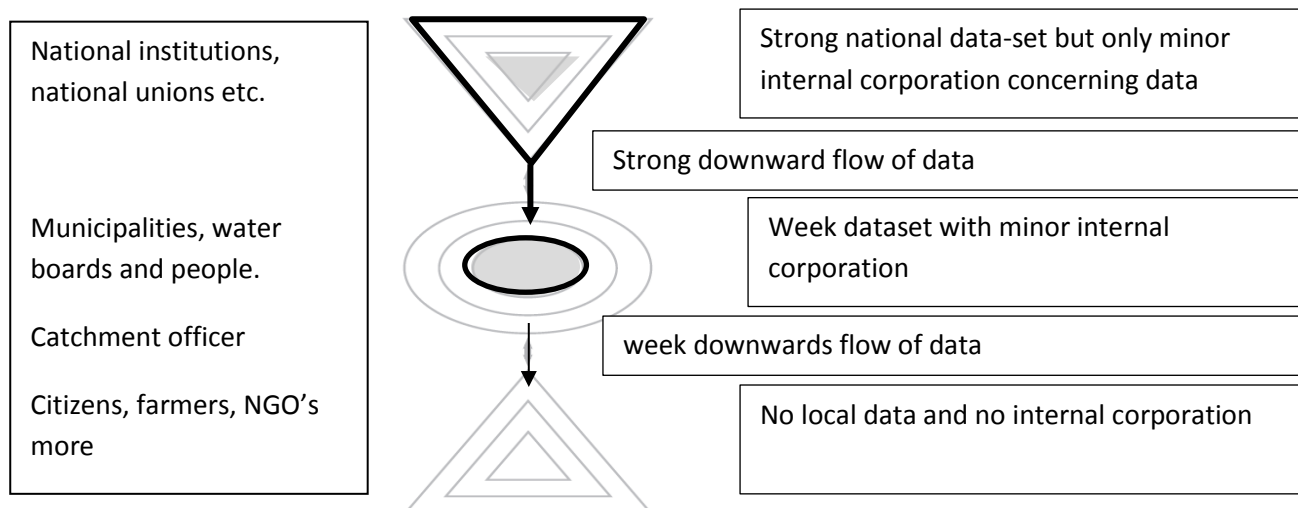
#### **1) Building Partnerships**

An example of high degree of bottom up to middle and with local actors having strong interaction. Also high degree of top down, but only little internal corporation between national actors and minor interaction with middle.



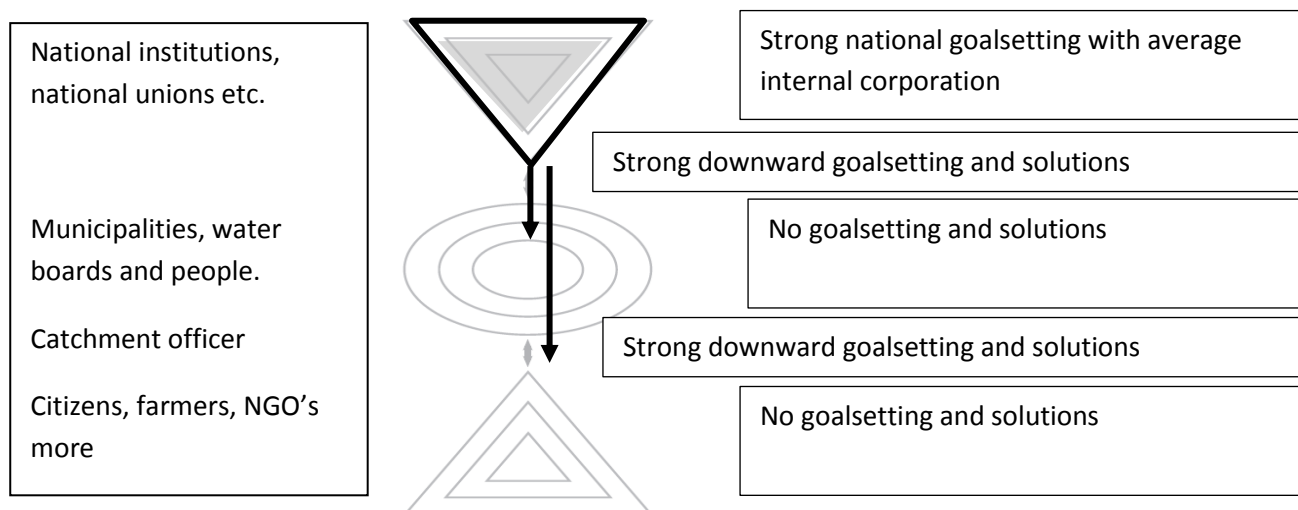
## 2) Characterize watershed

An example of strong use of national data and no local data/observations are used to characterize.



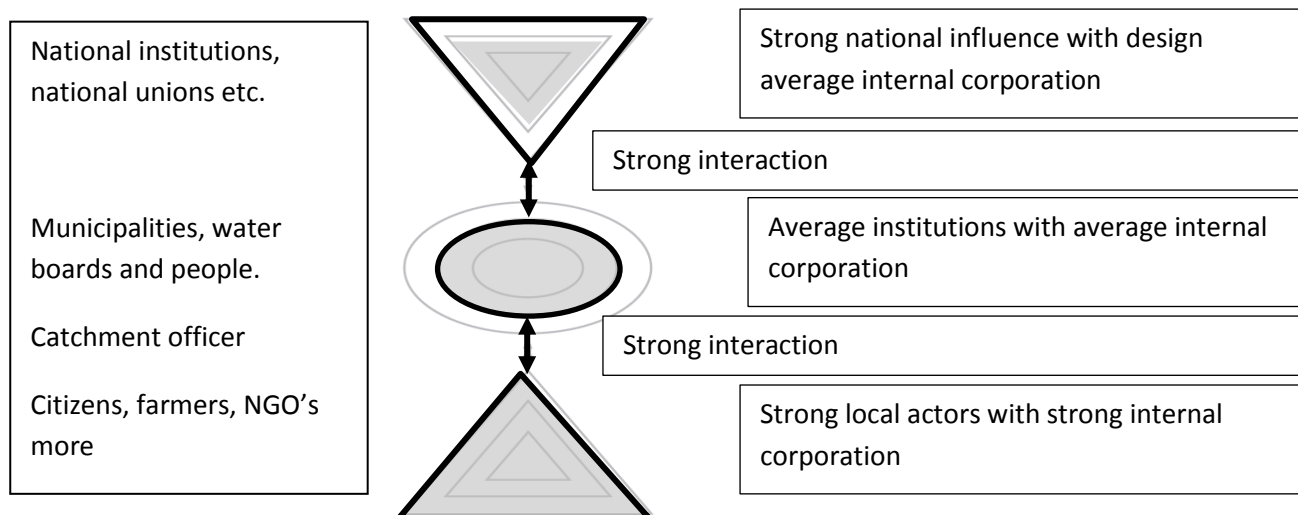
## 3) Set goals – identify solutions

An example of extreme goal setting and finding solutions from top



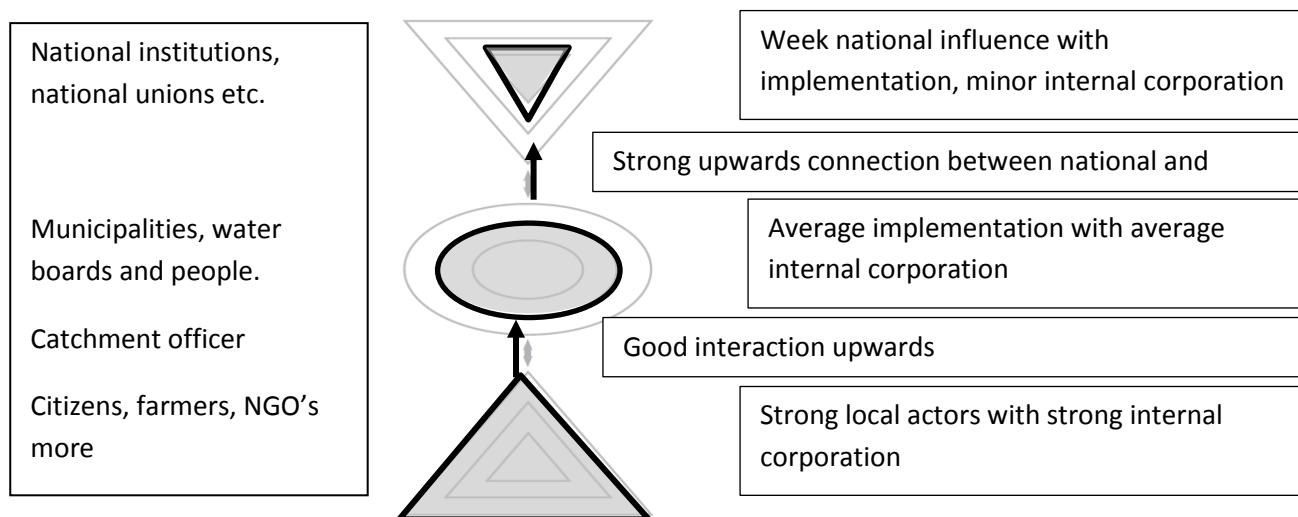
#### 4) Design implementations program

An example for almost optimal structure for designing program



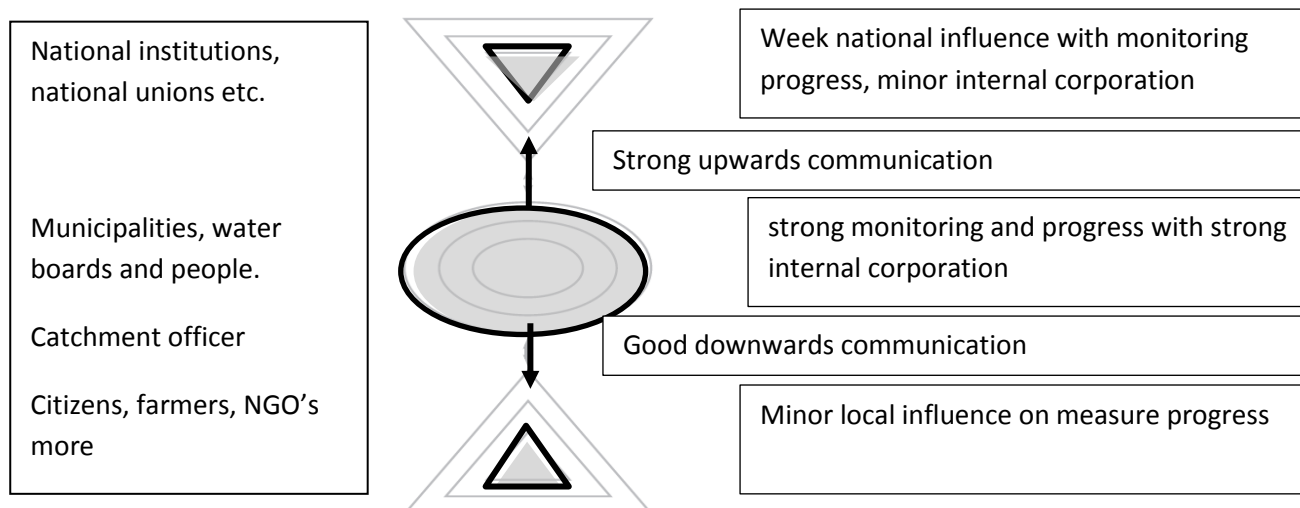
#### 5) Implement plan

An example with implementation from the bottom



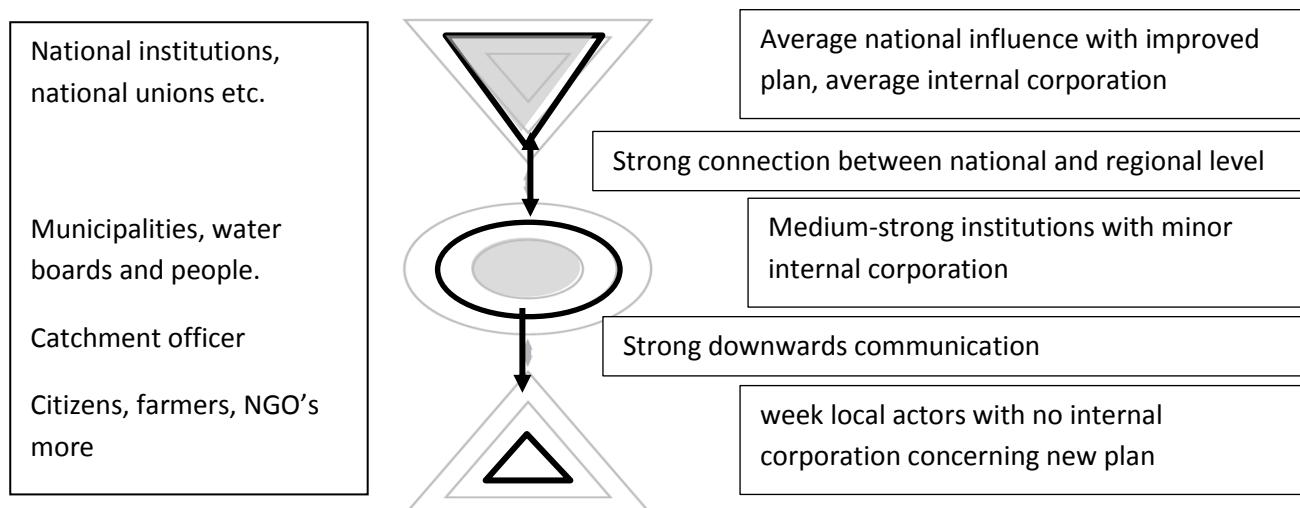
## 6) Measure progress, make adjustments

An example of regional/local strong commitment with progress with plan



## 7) Improve plan

An example of strong top down improvement of plan with no feedback from middle or bottom.





## Defining goals, objectives and actions

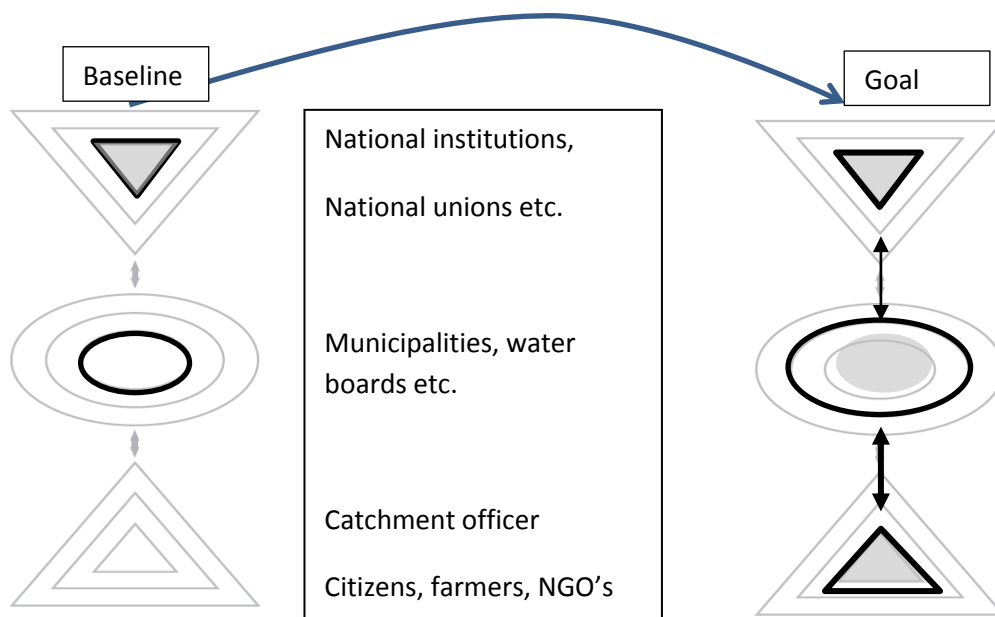
As a reminder, for each step of the management cycle that is relevant for a pilot, the following descriptions should be made:

1. The current governance structure (baseline) at the start of the project
2. An improved governance structure – the ‘goal’ (from the perspective of the pilot ‘owner(s)’)
  3. Specific objectives for the pilot (i.e. to achieve the improved governance structure)
  4. Specific actions required to achieve the pilot’s goals (including highlighting any tools or training)
  5. Regular benchmarking/review of the governance structure to monitor progress
  6. How the improved structure will contribute to the delivery of the project result indicators

An example from Denmark is described below

Danish example:

**1 Baseline and 2 Goal:** There is little or no interaction between the local interests in the pilot and a poor interaction between top and bottom. There has, however, in a project (DNmark) been held two workshops in the area where they discussed opportunities for interaction. At these meetings authorities, citizens, green organizations and farmers have participated.



### 3 Objectives - In this step we want to achieve the following objectives:

- Build a good communication at local level between farmers and new catchment officers. Also including NGO's if possible but that's a second priority.
- Build a good support from local/regional organisations to support the work of the catchment officer

**4 Actions and activity plan** - To achieve the above objectives we must carry out the following actions:

- SEGES will support Catchment officers in building relations
- The activity plan will look like this;

	2016	1 2017	2 2017	3 2017	4 2017			
Catchment officer established	x							
Field walk with farmers	x		x					
Creating local support group		x						
Catchment officer – coordination with VOS gr.			x		X			
Internal engagement and backup – agriculture		x						
Contact and backup from municipality – personal contact		x						

**From this we have identified that we will need the following tools and training;**

Information materials: Fact Sheet for farmers for example mini-wetlands

#### **5 - Benchmark:**

We will report that a catchment officers have been hired and meetings have been made between interests – this will shift the governance structure from baseline towards goal for benchmarking/reporting purposes.

#### **6 – Delivery of project result indicators**

**For each indicator we will describe how the evolving governance structure will contribute to the target including actual improvements measured and expected improvements by 2027 (common timeframe in accordance with WFD)**

<u>Result Indicator</u>	<u>Target</u>	<u>Definition</u>	<u>Actual achieved during project</u>			<u>Anticipated by 2027</u>		
			<u>Narrative</u>	<u>Figures</u>	<u>Evidence used</u>	<u>Narrative</u>	<u>Figures</u>	<u>Evidence used</u>
Long term cross sector commitment (sustainability) to co-governance in pilot areas	<u>3 years</u>	A written commitment from key organisations within each pilot to a partnership agreement, strategy, management						



		plan etc that outlines a co governance approach to managing ecosystems. The aim is for commitments to extend min 3 yrs beyond project term						
Increased return on public investment by adopting participatory/co-governance approaches to management of NSR ecosystems	<u>20%</u>	Demonstrate Cost Benefit Analysis for the % increase in returns for every euro equivalent of public funding on implementing environmental policy. Measure increase in value of ecosystem services, unlock cross sector investment & deliver direct savings						
Improvements to the environmental status of pilot areas	<u>15%</u>	Improvements in ecosystem quality or prevention of further deterioration. Target refers to % of water bodies in each pilot site with improved 'status'. Status is defined & measured according to official classification methodology for relevant EU directive						

