

MINUTES

Thematic Workshop

Governance and Institutional Arrangements

9-10-11 June 2010

Vilnius – Lithuania

Hotel “Holliday Inn”, Vilnius

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Wednesday, 9 June 2010

During the thematic workshop the concrete meaning and importance of governance related to territorial planning approaches, drawing special attention to climate change related issues was elaborated. Participants from different international and Lithuanian institutions were invited to present a subject and to participate in the discussions. In this chapter a short summary of the presentations and discussions is given.

**Presentation of the Arend Jan van Bodegom,
Centre for Development Innovation**

The Concept of “Good Enough Governance for Climate Change“

Governance – ‘scientifically’

- From the ‘old’ style of governance – the government is steering – to a new situation where more actors are co-steering.
- The government does not bear the sole responsibility for the governance situation; every actor has to play a role.
- Working the old fashioned way (government steering) simply will not work
- Important aspects of this new situation are:
 - multi-actor and multi-level (national, international, and local) and multi-meaning: different stakeholders may embrace different values, interests and world views

Good Governance

- Aspirational, value-laden
- Important principles: participation, fairness, decency, accountability, transparency and efficiency.
- ‘Universally applicable’ because based on Human Rights
- Often used by donors and international organizations
- Many definitions, each one with specific emphasis, but not much contradiction

Local NRM Governance: key factors for success (Elenor Orstrom)

1. clearly defined boundaries,
2. rules should be adaptable to local conditions,
3. there should be space for collective choice arrangements
4. monitoring is important; there should be a third party for enforcement and punishment,
5. punishment should escalate with the severity of the violation,
6. there should be conflict resolution mechanisms,
7. groups should have the right to organize themselves, and
8. arrangements where local knowledge and local institutions prevail, but shaped to accommodate larger and broader interests.

Value Chain Governance

- In markets there is also governance
- Power of different stakeholders
- Social learning
- Looking for inclusion of smallholders in the market
- Optimize enabling environment for the markets:

- Proper sector policy
- Innovation networks
- Level playing field
- Management of risks and conflicts
- Value chain can have negative influence on governance in areas
 - Over demand of raw materials form an area
 - Creation or maintenance of employment
 - Sole emphasis on profit
 - Illegal small scale exploiters who provide raw material to the industry

EU Governance for the EU and its member states

- openness,
- participation,
- accountability,
- effectiveness and
- coherence.

Good Enough Governance (Marilee Grindle& Nasira Jabeen)

- Governance agenda unrealistically long and still growing
- Democratic principles based on norms and values which are culturally determined
- Values not automatically deeply embedded in culture of a country

What to do?

- Reduce the governance agenda

- Introduce a historical, country specific analysis
- Sort out aspects critical for (poverty alleviation) climate change?
- Assess priorities
- Think about alternatives (other actors), but don't forget the public sector

Territorial approaches and climate change

What are the most important features that could have consequences for governance?

- Long-term nature of projections of climate change
- Uncertainty about the future, but.....climate change will persist for many centuries
- More extreme weather conditions
- Temperature rise
- Precipitation?

So what to do if we apply 'Good Enough Governance' to climate adaptation?

- Sort out aspects critical for climate change
- Introduce a historical, country specific analysis
- Reduce the governance agenda
- Assess priorities
- Think about alternatives (other actors), but don't forget the public sector

Questions for participants

- What does good enough governance mean for you in your specific situation?
- Which would be the most important principles for you in territorial approaches and climate change adaptation?

- Which of them are you taking into account already?
- Where are your bottlenecks regarding governance?

Presentation of Urbano Fra Paleo
University of Santiago de Compostela

**Governance principles in the context of risk
management**

What's government?

- Duty to set and administer public policy
- Public policy
 - Make decisions
- Determines the course of action
- Regulatory measures
- Funding priorities
 - Promulgated by a governmental entity or representatives
 - Embodied in constitutions, legislative acts and judicial

New conditions

- Higher complexity
- Glocalization
 - Environmental
 - Economic
- Government acknowledges that regulation is a necessary condition but not sufficient
- Weaker relationship between policy and practice
 - Complexity
 - Multi-factoral
 - Non-linearity

- Context specific
- More functions and less resources
- Policy efficiency and effectiveness

Government recognizes the critical role of multiple agents and stakeholders

- Numerous individuals and interest groups competing and collaborating to influence policymakers to act in a particular way
- Civil society and the private sector
- Loss of public trust
- Citizens as simple recipients of policy decisions
- Civil society and the private sector become aware of their power
- Soft power

Seeking legitimacy of democratic institutions

- Social actors can check government, and not only the state powers among them
- Accountability
- Transparency
- Information society
- Rapid flow of information
- Geographical scope
- Easier horizontal communication, among citizens
- Easier vertical communication, between policy makers and citizens

Process of change

- From bureaucratic to post-bureaucratic diffuse forms of authority and social organization
- Governments share power
- Shaped by evidences rather than a response to shortterm pressures
- Policy design and implementation
- Interacts through public participation

Governance refers to the formal and informal arrangements that determine how public decisions are made and how public actions are carried out from the perspective of maintaining a country's constitutional values. Public administration is a constituent pillar of governance.

Department of Economic and Social
Affairs, United Nations

Governance as systemic

- Multisector
- Multilevel
 - International, regional, national, sub-national, local
- Multiagent
 - Government is one more
 - Increasing role of civil society and markets
- Based on
 - Processes of participation and negotiation
 - Principles of transparency and accountability
- Adaptive and responsive
 - Acknowledges change is a condition

From risk management to risk governance

- Sectoral policies are increasing risk by accumulating exposure
 - Risk-blind policies
- If risk management is local
 - Then, what is the role of the other levels of administration?
- If public resources are diminishing
 - Mitigation maximizes investments as compared to disaster recovery decisions

Presentation of Donatas Valiukas

Lithuanian Hydrometeorological Service under the Ministry of Environment

Climate change, global warm, effects on the environment

Factors of climate change:

1. Astronomical factor;
2. Geophysical factor;
3. Circulating factor;
4. Human factor.

Changes of the main climate indicators in XXI century Lithuania

1. Temperature – increase, changes in winter time will be more considerable.
2. Fall - majority of climate models forecast increase of annual fall degree not at the significant level. The most intensive increase of the fall will be at the cold period.
3. Wind – the average speed will change insignificant, the amount of storm will increase.
4. Snow cover – thickness of the snow and number of the day with snow will decrease.
5. Air humidity – increase in cold period, decrease in summer period.

Presentation of Julija Kuklyte,

Ministry of Environment of the Republic of Lithuania

Adaptation measures to Climate Change in Lithuania

Individual adaptation vs. structural adaptation

- Individual adaptation to climate change will certainly take place, and will most likely become natural, however without governmental solutions and policies it will not be as effective and might even be harmful, because of lack of information, limited financial abilities and know-how
- Costs of fighting climate change (including both adaptation and mitigation measures) will be less than the costs in the event of no measures taken in the long term

EU policies on adaptation to climate change

- EU Communication on adaptation measures to climate change (Green Paper, 2007; White Paper, 2009)
- EU strategy on adaptation to climate change (still under development)
- Inclusion of various adaptation measures into other policies (such as agriculture, health, water management, etc.)
- EU structural funding (supporting projects related to climate change mitigation, adaptation, e.g. Regional Development Fund, etc.)

Adaptation measures in Lithuania

Under the United Nations Framework Convention on Climate Change (UNFCCC) Article 4, all necessary measures at regional and national levels must be taken to create strategies to adapt to climate change

Lithuania's adaptation strategies

- UNFCCC Implementation National Strategy until 2012
- Law on Financial Instruments for Climate Change Management
- National Climate Change Strategy after 2012;
- Integration of adaptation measures in various national strategies in different sectors (energy security, human health and safety measures, good agriculture practice, etc.)

Strategies to include climate change adaptation

- National Energy Strategy
- National Energy Efficiency Programme
- Long-term Development Strategy
- National Sustainable Development Strategy
- National Lisbon Strategy Implementation Programme
- Long term Lithuanian Transport System Development Strategy
- State Strategic Waste Management Plan
- Law on the Use of Renewables

Law on Financial Instruments for Climate Change Management

- Establishment of National Climate Change strategy by 2012, including measures to adapt to climate change and minimize CO₂ emissions by sectors (Article 3), as well as the Plan of implementation measures by 2013
- Establishment of Special Programme for Climate Change, where revenues from the sales of various carbon emissions (EUAs, AAUs, other) must be used for environmental projects, including to projects which promote adaptation measures

Measures of climate change adaptation in agriculture- CAP

- To adopt the farm land, production materials, and land management to the impacts of climate change
- To increase the competitiveness of farming territories
- To increase the standards of environmental protection
- To increase the standards of good farming practice
- To increase the standards of sustainable land and water usage
- To build the knowledge and capacity of farmers

Emission reduction target and the economic growth

- Reduction of GHG not exceeding 15% until 2020 compared to 2005 levels in non-EU ETS sectors is a challenging and extremely ambitious task for Lithuania
- When the economy grows (GDP) by an average of 7.4 % per year, the GHG emissions increase of an average 4.5% annually (4.2% in agriculture)
- In 2008 the GHG in agriculture – 5 mln. t CO₂eq or 20.5 % of total the GHG in Lithuania
- With an aim to reach +15% target by 2020, annual increase of GHG should be around 1% in all non-EU ETS sectors
- This is possible only if the annual GDP growth is around 1.7%, which means Lithuania would not be able to reach the EU-15 GDP average level

Climate change mitigation

- It is very important to address climate change mitigation, rather than only focus on adaptation measures, as the costs of adaptation are higher than the mitigation measures, and would bring more positive effects

- Climate change policies, both mitigation and adaptation, should be included in various sectors of the economy, reaching an overall countries target and sharing the burden equally between institutions
- Sectoral GHG reduction strategic policy making would ensure better results in climate change adaptation

Presentation of dr. Arūnas Grumadas

Ministry of Interior of the Republic of Lithuania

TERRITORIAL COHESION: Policy Formation and Implementation in Lithuania

Situation in 2004-2006

EU Structural support:

The only principle for subsidies – competition

Disparities between regions and cities – rural areas increased

2007-2013

The concept of territorial cohesion extends beyond the notion of economic and social cohesion, its objective being to help achieve a more balanced development, to build sustainable communities in urban and rural areas ... Cohesion policy can also play a key role in support of the economic regeneration of **rural areas**, complementing the actions supported by the new rural development fund

Community Strategic Guidelines, 2007-2013

Structural support for Regional and Municipal projects (2007-2013)

1. Measures for regions and municipalities

2. Direct support for regional economic growth centers, problem territories and rural territories
3. State aid schemes
4. National programmes
5. Calls of proposals (competition)

Regional dimension (23 measures – 11.5%, 770 mil E)

Measures for Regions and Municipalities

- Fixed subsidies for regions
- Investment planning principle
- Long term perspective (2007-2013)
- Pre selection of projects (in line with municipal and regional development plans)
– Regional development councils
- Regional lists of projects

RESPONSIBILITIES – Ministry of Interior

National coordinator for implementation of regional dimension

- inter ministerial coordination
- supervision of pre selection process in regional development councils
- monitoring
- evaluation

Operational Programme for Promotion of Cohesion for 2007–2013

PRIORITY 1: LOCAL AND URBAN DEVELOPMENT, CONSERVATION OF CULTURAL HERITAGE AND NATURE AND ADAPTATION FOR TOURISM DEVELOPMENT

Specific objectives under this priority:

- to reduce living environment and quality disparities between major and remaining cities with particular focus on improvement of housing conditions in problem areas;
- to create background for faster diversification of economic activities in rural areas;

Operational Programme for Promotion of Cohesion for 2007–2013

PRIORITY 1: LOCAL AND URBAN DEVELOPMENT, CONSERVATION OF CULTURAL HERITAGE AND NATURE AND ADAPTATION FOR TOURISM DEVELOPMENT

- Measures (305,6 mil euro):
- Development of regional economic growth centers. regional planning/investment programmes 119 mil euro (EU assistance)
- Development of problem territories. Regional planning/investment programmes 29,5 mil euro (EU assistance)
- Renovation of apartment buildings focusing on increasing their energy efficiency. Integrated in to investment programmes of problem territories 46.4 mil euro (EU assistance)
- Development and improvement of quality of social housing. Integrated in to investment programmes of problem territories 11.6 mil euro (EU assistance)
- Creating background for faster diversification of economic activities in rural areas. Regional planning 99.1 mil euro (EU assistance)

Objectives for URBAN type projects

- Renewal of public areas in city centers (villages)
- Renewal and development of recreational areas creating facilities for investments to the services

- Brownfields
- Development of the community infrastructure in the villages

Creating background for faster diversification of economic activities in rural areas

- State of play:
 - 33% of subsidy contracted (51 project)
 - 31 project with activities due to the public infrastructure dominant
 - 20 projects with activities due to the community infrastructure dominant

Presentation of dr. Saulius Urbanas

National Land Service

under the Ministry of Agriculture of The Republic of Lithuania

Methods of spatial data analysis for efficient climate change monitoring

GEOSS Common Infrastructure (GCI)

GeoPortal allows the user of Earth observations to access, search and use the data, information, tools and services available through one single access point.

Political and Strategic Agenda for GMES (Global Monitoring for Environment and Security)

- Ensure permanent availability of global Earth observation by long-term funding of the EU
- be part of the European Spatial Data Infrastructure (ESDI) complementing INSPIRE,
- support the development of new capacity where needed,

- strengthen the competitiveness of EU service providers of geographic content on the world market
- be the European contribution to the Global Earth Observing System

European Parliament and Council Regulation on GMES initial operation 2011-2013

- Defines operational actions (services)
- Assigns budget of 103 mln EUR
- Defines coordinating structures for GMES operations: ESA, EEA, EC, GMES Partners Board, Users Forum
- Avoid duplication between GMES service provider (satellite data) and Members States (in-situ)
- Defined GMES Data Policy
- States short term objectives

GMES Land Monitoring Core Services - LMCS

The „Land Monitoring Core Service“ will provide information on land cover of high spatial resolution and frequent updates

Space and in-situ – some symmetry

Space

- EU should contribute to the in-orbit availability, operations and replenishment of space infrastructure currently being co-financed by ESA and the EC in order to fill infrastructure gaps
- Cost assessment on the basis of a Space Component Long-term Plan coordinated by ESA starting with current service requirements

In situ

- Potential EU contribution to pan-European and globally co-ordinated data collection and exchange ; co-ordination activities; accompanying measures for cross-border activities and global networks.

In situ infrastructure is developed and maintained by Member States and should remain their responsibility

Conclusions

- Wide range of satellite data and in-situ data offer good opportunities for multi-dimensional analysis of climate change indicators
- Most important solutions (findings) arrive from data matching processes
- Sustainable monitoring requires proper global (European) and regional (local) policy instruments
- EU operational GMES services shall be based on INSPIRE or national (in-situ) SDI frameworks.

In the Debate session („Comparing different roles and interrelations among the different institutions (departments) regarding climate change adaptation approaches“) the need for close communication among different institutions was stressed. The important aspect to take into considerations multilevel/multiagent governance and its effects on climate change policy.

ROUND TABLE / WORKSHOP

Quico Onega (USC) made introduction – governance in territorial approaches for climate change adaptation. Different approaches were mentioned. Lily Gora (province of Limburg) presented good examples on territorial governance in rural areas and peri-urban areas. The concept of **climate communities** was presented. The main discussion was about how to design working process in these communities, who are the members

and how to involve more stakeholders. Another hot issue was discussion how to motivate people to talk about reduction CO₂ emission and what are the measures for decreasing CO₂ emission. Involvements of private sector as well as networking of concerned stakeholders are possible success factors for managing mitigation to climate change.

GROUP WORK SESSION

Discussion about possibilities for improvement governance approaches in each region regarding territorial approaches and/or climate change adaptation activities. The main questions:

What does good enough governance mean for you in your specific situation? Which are the most important principles for you? Which of them are you taking into account? Where are your bottlenecks?

Questions in details:

- 1. Most important principles for you in territorial principles for you in territorial approaches and climate change adaptation?**
 2. Participation
 3. Transparency
 4. Efficiency
 5. Accountability
- 2. What would you see in practice?**
 - Participation: The need to participate, civilians directly approaching politicians and organizing themselves to participate.
 - Transparency: Its hard to see for the public how decisions are made
 - Efficiency: to many governmental layers and pressure in practice
 - Accountability: There is little accountability from the governments to the public, apart from the elections. The coalition governments make a direct accountability even harder. Civil servants are accountable in detail.

3. What are we taking in account already? How does it materialize?

- Participation: many organisations are involved in the planning processes.
- Transparency: all decisions that are taken are published.
- Efficiency: In planning processes/ business cases we work efficient.
- Accountability: There are many institutes that support accountability like ‘ombudsman, review committee’s

4. Bottlenecks

- Participation: Focus on involving people from urban area’s? How can these people be included?
- Transparency: It is not clear how these decisions are made (the process)
- Efficient: It stagnates on too many governmental layers and too much ‘poldering’. Responsibilities should be more clearly defined at the start of a process.
- Accountability: The polical accountability is difficult. In low profile rural projects there is little public accountability in terms of budget and effort. These project should become shorter and more focussed?

Make clear policies on global issues, leave the details to the implementation process.

Include reflection from implementation level to create policy

FLANDERS

Which would be the most important principles for you in territorial approaches and climate change adaptation? What would you see in practise of them?

Integration of all land-use related functions = multi-functional land-use and focus in a positive way on opportunities of the territory (not on the conflicts) = territorial approach →

- Multi-level
 - i) give more/specific responsibilities + budget
 - ii) condition = an hierarchical approved local policy plan that implements national/regional policy
 - iii) design processplan (who does what, when, ...)

Which of them are you taking into account already? How does it materialize?

- Integration = land development, land consolidation
- b) + approach = development of industrial areas (water retention, nature corridors, multifunctional areas)
- C) multi level: composition of committees

Where are your bottlenecks regarding governance?

- a) Scattered financing of territorial approached projects → difficulty to create one fund
- b) Changing of priorities during the course of the project (in long term projects like land consolidation
- c) Time consuming process to create/set up multilevel project structures for the project process → design is needed, process coordination, process management!

GALICIA

Instead of thinking of governance in general concentration into **multilevel/multiagent governance** taking into account the consideration the effects of climate change on policy. Because this is already a problem of administration and a drawback to implement governance

1. Elaborating and using a territorial model of the region that will become the guideline for the integration of sectoral policies

Translate the models into geographical areas with a predicted impact derived from climate change and its interaction with the existing vulnerability of society and the environment

How to resolve the uncertainty in climate change analysis?

Translating the different scenarios into spatial dimensions

Increase awareness of population and decision makers

Carry out risk analysis, including vulnerability analysis that will allow for the incorporation to sectoral policies

2. Public participation of citizens in some sectoral policies (land consolidation, spatial planning) seem to be successful (land consolidation) and with a long tradition but should be extended to other areas

However is lengthening processes

3. Bureaucracy, elaboration of reports

instead of identifying other channels, to be used in parallel

Lack of horizontal communication within administrations

Lack of vertical communication between national and regional administrations

4. Transparency.

There is not sufficient monitoring of the plans elaborated once they have been approved.

Nice documents but not an association with implementation

GREECE

1) Principles:

Participation

Accountability

Transparency

2) Principles taking in to account.

- ALL????, not effectively

3) Bottlenecks:

- Bureaucracy
- No sufficient monitoring of applications of regulation
- No decentralization of decision – making

4) Policy design: improvement of participation of stakeholders

Policy implementation: better coordination and monitoring.

ITALY

1 question

- Integration of instruments (plans to be integrated together in a strategic tool)
- Institutional attitude & respect (on working together)
- Promoting “merged” human resources (both public & private)
- Communication & transparency in the public-private process
- Regional rules encouraging / oblige to cooperate in the field of climate change reactions/adaptation)
- i.e. Emilia Romagna P.T.R. (Piano Territoriale Regionale) bringing together all the other plan in a strategic view)
- Regions in Italy, by regional laws, must cooperate among Region, Province, Communities and Municipalities in a structured way “Regional Conference of Public Authorities”)
- Training of public employees (in working together)
- i.e. in Italy each Region has a “Functional Centre” for collecting data from all kinds of natural phenomena (rain, temperature, pollution, soil, earthquakes,)

2 question

- Regional rules for cooperating (in different Italian Regions)
- In some Italian region, the integration of different plans has already started
- Common database and cartography as a common field of understanding and speaking

3 question

- Different approaches among Local Authorities VS decentralized National Central Administration

- Lack of legislation “highlighting climate change”
- Lack of commitment to local politicians regarding cooperating in the field of climate change reaction... “consensus will arrive after the end of my mandate!”

4 question

| DIAMOND | POLICIES | WHO IS IN CHARGE EXCLUSIVELY |
|---------|-----------|------------------------------|
| GOLD | STRATEGIC | “ |
| SILVER | TACTICAL | “ |
| BRONZE | OPERATION | “ |

LITHUANIA

- Most important principles (prioritized)
 - Participation (all levels, all types of stakeholders)
 - Transparency (in all structure)
 - Accountability (feeling responsible for activities)
 - Fairness (do as you would like the others do for you)
- In practice being implemented, BUT.....
- Wish of coordination – CRUCIAL
- IF the design is executed successfully, THEN the implementation will mainly depend on decency and effectiveness

BULGARIA

Most important principles in the field of territorial approaches and climate change

- Identifying and involving the stakeholders – database;
- Raising awareness about climate change amongst ,citizens, wide public;

- Coordination and easing the procedures – central government;
- Evaluation and monitoring

Which are we taking into account:

- Platforms for discussion – round tables, expert meetings, meetings with local communities;
- Increasing awareness – media – press conferences on project executed and measures taken in the field of territorial approaches and climate change;
- Lobbying in front of the central government and informing them on local problems;
- Finding solutions for additional funding – targeted financing of projects

The bottlenecks regarding governance

- Bureaucracy, tough procedures and communication with the central government or lack of proper ones, too many regulations;
- Too centralized system, too many regulations and institutions with overlapping functions;
- Lack of desire from side of central government to help the local authorities;
- People attitude – people cannot acknowledge that they also have a role, they don't understand the impacts and real threat of climate change in the territorial aspect;
- Violation of legislation – changes of the status of lands for personal profit and/or industrial use and construction;
- Lack of desire of the private sector to be involved in the climate change discussion, sometimes strong negative position

Policy design vs. implementation

- There is a distance between theory and practice, legislation remains on paper;
- Local authorities should be provisioned with more active role in the whole policy cycle (participation in the policy-making process since the beginning, bottom-up approach);
- Lack of permanent monitoring and evaluation of the policy design – recommendations.

Thursday, 10 June 2010

Presentation of Quico Onega

Governance for Integrated Territorial Development

Governance: when policy development and execution can be described as

Multi-agent: co-production of different governments, market parties, civil society organizations and or civilians

Multi-level: co-production of different policy levels

Multi-meaning: co-production of different policy definitions, directions for resolutions, objectives and visions

Integrated Territorial Development is a set of measures and tools

WHY - to adjust land use and/or land functions with multi-objective scope

HOW - through *approaching land use behaviour, property structures and (often) facilities construction (among others)*

WHERE - with an implementation that is area-project driven

SO, Governance is NOT an ATTRIBUTE, it's an ESSENTIAL CONSTITUENT of Integrated Territorial Development Approaches

- V. Governance “plan” in the project
 - I. Participation (Spheres of participation: setting the objectives, implementing, financing)
 - II. Transparency

- III. Accountability (development of some indicators applicable at project level, monitoring)
- IV. Efficiency (incorporating our procedures to e-administration concepts, not competition, but collaboration, avoiding overlapping, looking for the balance of responsibilities/resources among the different levels, share)

We'll need to think even broader in terms of scale. So, although local projects: interregional, even international cooperation and perspective.

We'll need to enlarge our time frame: more FUTURE oriented (scenarios). So, although practical implementation: more connection to research, increased role for more/new stakeholders, more data.

Presentation of Wim Timmermans

Scaling and governance

The main question – what's in it for me.

- National (scale) objectives (governance) should fit with local (scale) objectives (governance)
- And the other way around
- Be aware of different speeds of time
- Connect sectors
 - Sectoral: Green with green
 - Between sectors:
 - Housing with green
 - Traffic with water

Panel: pilots and other local examples

Albert Jong & Marcel Stolk

(Municipality of Almere, Netherlands)

Governance & Climate Adaptation in Almere 2.0

The Almere principles:

1. Embrace diversity
2. Connect place and context
3. Combine city and nature
4. Anticipate change
5. Keep innovating
6. Design healthy systems
7. Empower people to make the city

Paula Ulenaers

(Belgium, VLM)

Pilot: The Wijers

■ **VLM functions**

- Effective (vertical) coordination between different levels and management
- Implementing climate change in territorial approached land development
- Identify stakeholders and develop ways of involvement and participation adapted to specific characteristics and culture of the area
- Involve SMEs on basis of mutual benefits
- Innovate ways (work forms / tools) to create active project ownership by the people

- Create effective intersectoral coordination (horizontally) between sector agencies (regional level)
- Ensure complementarity of proposed actions with already existing plans or interventions like for example water basin management plans
- Combining a strategic and operational approach

- **Province of Limburg (Lily)**
 - TACO2- study + others
 - Co-financing projects
 - Coordination between different sectors and municipalities

Each partner with its own bet of expertise, instruments and resources

J.Spijkerboer

(Netherlands)

Natuurmonumenten Society for the Preservation of Nature

The society protects our natural heritage through:

- acquiring and managing nature reserves
- in cooperation with others
- developing public awareness and support
- financial support from members, enterprises and individuals
- the support of some 882.000 members
- property of 103.000 ha

Different scales:

national level: Lobby, influence on legislation

provincial level: lobby, partner in projects

local level: owner, participant, financing member of the LC

member of the executive committee volunteers, members of society public awareness

information on website, newspaper, RTV Noord

Cristina Zolle Fernández
(Galicia, Land Bank)
Pilot Project Busto

Governance principle

- Participation
- Accountability
- Efficiency
- Transparency
- Multi-actor
- Multi-level
- Multi-meaning
- Involve the stakeholders and population
- How?
 - Defining an strategy of participation
 - Map of stakeholders
 - Defining roles and responsibilities

Roles? What to do?

- Territorial Strategy to fight against forest fires
 - Necessities ----> objectives of the different stakeholders
 - Analysis of Risks with a territorial approach
 - Developing of the strategy:
 - Land uses
 - Infrastructures and works
 - Management of risk
 - Implementing the strategy

Christiana Leontiou

(Greece)

The Strofylia-Kotychi Case

Main Problems Related to Climate Change

- Increased **risk of fires**
- Large concentration of **Biomass**
- “**easily burning trees**” (pinus halepensis, etc) in the place of the high value protected pinus pinea.
- **Lack of natural regeneration** since 1954
- Deterioration of thickets due to **Desiccation of trees**

Reduced precipitations due to climate change **reduce the water resources in the wetlands** (enhanced evaporation)

Strofylia Pilot’s Objectives

Develop a policy strategy on **forest fire risk management & fire risk mitigation**

Link the area with the climate changes’ risks / develop **territorial strategy** to

increase the forest’s resilience to natural hazards

Conserve the area’s ecosystem and biodiversity

Enhance the collaboration between the authorities and the individuals through constructive talks and suggestions (**active engagement of all participants**)

- Identification of the region’s **vulnerabilities**
- Evaluation of the **environmental impact** of the development practices (tourism, farming, grazing etc)
- Analysis on the **disputed grounds** in the protected area/ multifunctional land use
- Identification of **laws’ insufficiencies** regarding environment protection and fire prevention
- Identification of the **problems on the effective cooperation and communication** among the responsible authorities

- **Environmental sensitization** enhancement: recognition & appreciation of the site's value
- Identification of **Bad practices**/ improvement suggestions, ideas, strategies
- **Stakeholders' consultation**
- **Exchange of Best Practices** with other pilots and results from the workshops

| Participant | Role | Role in the Pilot |
|--|--|---|
| Management Body of Strofyliia-Kotychi | Conservation Management & Sustainable Development of the protected area (leg) | Identify and look into Environmental Management difficulties (apply program's suggestions, solutions in its management plan) |
| Western Greece Forestry Department | Regional Forest Protection & Development (leg) | Identify the problems in their work, refer to the causes of the forest's bad situation, examine the cooperation with other services & individuals, propose solutions etc |
| CP, Local & Regional Authorities | <ul style="list-style-type: none"> ▪ Actions in the field of prevention ▪ Prompt response and recovery ▪ Restoration ▪ Improvement, revision and amendment of emergency planning actions (leg) | Based on experience, identify cooperation, coordination & communication problems among the services that affect the actions' effectiveness, propose updated plans for effective fire prevention, solutions, suggestions, legal framework revised, bad practices |

| | | |
|---|---|--|
| <p>Tourist Sector's Entrepreneurs</p> | <p>Contribute to the economic development of the area</p> | <p>Discuss with the authorities the matter of sustainable development of the area. suggestions, agreement on limits etc</p> |
| <p>Farmers, agricultural & industrial sectors, fishermen etc</p> | <p>Contribute to the economic development or activate in the area</p> | <p>Refer to land use issues, conflicting situations, inform them on efficient land use with respect to environment, propose land use solutions, mutual agreements</p> |
| <p>Local population, land owners</p> | <p>Residents of the area</p> | <p>Set land use issues and solutions, hear the needs, enhance environmental sensitization, make them more active in terms of nature's protection (methods, contribution, benefits assessment</p> |

Marco Iachetta

(Italy, Uncem)

PLANNING / PROJECT PROCESS

REGIONAL LEVEL

ICT's Regional Development Plan

Regionale Rural Development Plan

Transportation Regional Plan

Regional Plan for Environmental Protection

Regionale Territorial Strategic Plan

All of this plans are negotiated involving:

- “Council of Local Authorities” (Provinces, Municipalities and Communities)
- “Council for Socio-Economic development” (Syndacates & Regional Association of Enterprises)
- Citizens in communication campaign

DECISION MAKING PROCESS

For take a decision or authorize something at level of the Provinces, Communities and Municipalities exist the:

“Conference of the Services”,

that groups all the Public Authorities involved and allow (by consensus or by majority vote) to take the decisions and / or to authorize something

Petar Radushev
Municipality of Varna
Lyudmil Ikonov
Institute for Ecological Modernisation
(Bulgaria)

Pilot Project of City of Varna

Effects / Impacts of Climate Change

Flooding hazard in heavy rains:

- **Small scale floods occur** in case of heavy rains, the streets are covered with water, sometimes traffic is stopped (no substantial damage to houses, no casualties or human deaths)
- Overflowing of sewer system in case of heavy rains causes **sanitary problems to coastal bathing waters**
- Heavy rains cause problems to the operation of the WWTP, as far as Varna **does not have a separate rainwater drainage system**

■ **Subsequent Impacts of the Extreme Weather Conditions**

- One of the most dangerous impacts of heavy rains is the over-moisturising of the surfaces between the sliding layers of stabilised land-slides and increasing the risk of making such land-slides active again
- For the last two decades Varna has suffered many times the consequences of activating land-slides and land-falls as a result of heavy rains

Shortage of water in dry periods:

- **Lack of water** for irrigating the municipal green spaces and for washing the streets
- **In dry years there is shortage of drinking water as well**, which has led to the non-popular “water regime” ten years ago when drinking water was supplied only for a few hours during the day

- The dam for supplying drinking water to Varna and Bourgas is far away and, therefore, **out of control of the municipal authorities of both cities**

Decrease of wetland areas:

- The wetlands around Varna used by nestling birds and amphibians are **very few in number**
- The wetland area **decreases in dry periods** and the occasional floods cause additional damage, rather than recovery
- **Wetland biodiversity** is vulnerable to these changes
- Active measures are needed for **stabilising the environmental function** of the wetlands

- **Objectives**

- To bring the problem to the key experts of the municipal department dealing with technical infrastructure;
- To launch a lobbying campaign focused on the negative results which already occurred and which are still expected to appear;
- To identify the reasons (both technical and institutional) and the possible solutions.

To develop a *Territorial Strategy for the Municipality of Varna* which supports the regional policy for supplying and saving drinking water and for developing high quality seaside tourism by securing proper bathing water quality throughout all summer months. This strategy shall:

- Deal with actual risks related to climate change (i.e. floods and droughts)
- Combine adaptation and mitigation measures in an overall integrated framework
- Stimulate action and support for policies by parallel development of a vision for the longer term and quick wins
- Create active ownership of the approach by a broad range of stakeholders involved

- ❑ Varna already feels the adverse consequences of climate change but does not have a clear idea how to counteract. Therefore, another important objective for Varna is to learn from the experience of other EU regions;
- ❑ On the European level the pilot project will create an example of a good planning practice for a highly urbanised area

Margarida Ambar

(Portugal)

Pilot in Baixo Vouga Lagunar

Objectives

- For the region
 - study solutions for natural values' preservation (future scenarios)
 - find a way to make agriculture sustainable (future scenarios)
 - effective way of involving stakeholders
 - promote the area
- For F:ACTS!
 - expertise on cc adaptation via territorial approaches
 - multistakeholders involvement
 - strengthen network
- For DGADR /DGOTDU
 - know-how related to cc adaptation (mitigation) via territorial approaches
 - implementation of integrated approaches
 - cooperation between national organizations
 - network of experts

Proposed outputs

- Integrated Territorial Intervention (**ITI**): measure in the RD programme; natural values depending on agriculture; management plan for the area
- Programme for Territorial Action (**PAT**): territorial management tool (legal status) to implement plans; bonding agreement promoting cooperation between

public and private bodies; encourages cooperation between regional and local levels; defines goals for area development, the action plan and investments

-

Six Principles

- Multifunctionality of land use - agric, biodiversity, landscape, adapt to impacts of cc → ITI
- Use & users - agro-environmental schemes, compensation *versus* restrictions → ITI
- Scale - look for the most suitable one
- People oriented approach - MSP
- Governance - PAT
- Economic viability of solutions - study alternatives for possible solutions; ITI for viability of new functions

-

Planning - Phases and Activities

Preparation - organizing, coordination, team composition, etc

Characterization - research of information about the area; identification of stakeholders and their present role and competencies

Planning - definition of objectives and related activities. Stakeholders' involvement strategy. MS operational program - PAT. Land use study. Area development and related measures – setting a new ITI. Definition of scale of intervention. Meetings, workshops, field work, reports...

Finalisation - operational programme (inc. ITI). Seminar for final discussions. Application for the establishment of the ITI. Establishment of PAT

Discussion

The main questions and issues discussed related to presented pilots and other examples:

- 1) Cost benefit analysis of the projects;
- 2) Involvement of stakeholders, neighborhoods and other people round about. Acceptance to project aims from their side.

- 3) Benefit of the projects for local people.
- 4) Different roles in project, levels of project government.
- 5) Process management
- 6) Environmental aspects of the projects.

Group work session

Three main questions for group work:

Q1: Which new Governance Approaches from the presentations did you find interesting (top 5)

Q2: Baby steps to implement parts of these approaches in your own pilot next week.

Q3: Where can you bring help to other partners to contribute.

Concluded answers by Countries

Flanders

Question 1: top 5 new principles

1. ‘Almere principle’ : formulate principles
2. Portugal – Vouga – instrument: ITI & PAT: Integrated Territorial Interventions
3. Italian decision process: mayors decide together in a general assembly
4. More attention for accountability
5. Use cultural heritage in a flexible way:
work for the future by using your cultural identity

Question 2: baby-steps

1. Look for accountability indicators
2. search for more basic info about ITI & PAT: launch intern in VLM the questions: can it be used for fish farming or private owners in ‘De Wijers’ – can we learn from it to use agri-envirnomental schemes more in our territorial approach for land development projects

3. Intern Communication about need for attention for governance principles in territorial approaches

Question 3: offer to partners

1. bottom-up approach
2. include communication in territorial approach
3. involvement and awareness raising: adopt a species concept

Galicia

Question 1: top 5 new principles

- “Cultural diversity” within the stakeholders and the territory
- Enthusiasm and “yellow” approach vs Bureaucracy
- Communication plays a role very important: combining climate change campaigns with the pilot project
- It is important to identify and work with local leaders
- Monitoring and evaluating project: indicators
- Transparency in taking the final decisions

Question 2: baby-steps

- Formulation of the pilot project with the principle of Governance:
 - Defining the Strategy of participation
 - Defining the Strategy of communication
 - Define indicators and methodology for monitoring/evaluating
- First meetings with local stakeholders with important role in the project: feedback

- First steps: introducing territorial approaches in the draft of the Galician Strategy of Climate Change

Question 3: offer to partners

- Knowledge (USC): Experts on risk management
- Procedures of negotiation with landowners and farmers: land consolidation, land bank

Italy

Question 1: top 5 new principles

Galicia:

- Map of stakeholders with a sectorial approach: agriculture, forest, spatial planning, risk management, rural development.
- EFFICIENCY: Doing proposals for improvement of actual procedures of land development instruments (land consolidation, land bank) to simplify resources and times
- Transparency: Strategy of public participation AND communication
- Research institutions (giving support, training and coaching)

Greece:

- Multisectoral approach: Local Union of Municipalities and Communities, Civil Protection of the Region, Local & Regional Authorities, Directorate for Forestry of the Region, Voluntary Teams for Civil Protection and Environment Protection, Municipalities' representatives
- Top-Down Approach AND Bottom - Up Approach
- Bad practices analysis (Strofyliya)

Official involvement of Civil Protection Authorities (Strofylyia)

The Netherlands:

- extra incentive to sell the land (landconsolidation-plan) to buy in return a farm because of waterplans : Local Union of Municipalities and Communities, Civil Protection of the Region, Local & Regional Authorities, Directorate for Forestry of the Region, Voluntary Teams for Civil Protection and Environment Protection, Municipalities' representatives

Flanders:

- FORMAL (Flemish Land Agency, Agency for Nature & Forests, Province of Limburg, Municipalities (7), Provincial Tourism board, Regional Landscape Parc ,NGO's) Vs INFORMAL (Agency for Spatial Planning, Ministry of agriculture & rural development, Flemish Environment Agency, Water board authority, Agency for mobility, Institute for Nature & Forest Research (ES))
- Management innovation(Jef Staes)
- Power of communication

Question 2: baby-steps

- Try to individuate a meta-pilot project for Italy (depending on the budget)
- or, even if we are able, define a Pilot Project supported by a Region and/or National Government
- and Disseminate, through UNCEM communication systems, the lessons already learned from Partner
- Present FACTS Project to Italian Foreign Affair Ministry

Question 3: offer to partners

Identifying best practices related to Partners pilot projects needs

Connect the needs to the “possibile” solutions

Organize “internship” &/or “coaching visits” for Partners interested in good practices from Italy

Improve collaboration among Partners into some specific area of interests

Improve FACTS lobbying / presentation at the Italian / EU Network (i.e. European Association of Mountain Elected, MEPs, ...)

Greece

Question 1: top 5 new principles

- Belgium. The approach related to the participation of Climate Communities.
- Almere. The effective approach related to the coordination of several stakeholders. It brings positive results.
- Italian initiative of the assembly of public sector (Local, Regional and National level).

Question 2: baby-steps

- Belgium. The approach related to the participation of Climate Communities.
- Almere. The effective approach related to the coordination of several stakeholders. It brings positive results.

Question 3: offer to partners

- Well Identified economic activities and land uses to the pilot area – Initiative of Ministry of Environment, Energy and Climate Changes
 - Three zones (A, B and C)
 - A zone the most protected from human activities
 - B zone intermediate zone, well identified human economic activities

- C zone broader zone, protected from industries etc.
- Management Body of the region
 - Responsible to monitor the environment (biodiversity etc.)
 - The mediator between the state and local / regional stakeholders.

Netherlands

Question 1: top 5 new principles

- 🗑 Creative positive PR around CO2 reduction: every day a Sunday! (Limburg)
- 🗑 Create community spirit (Limburg)
- 🗑 Stakeholder involvement right from the start (Wijers)
- 🗑 More attention for accountability (not only money)
- 🗑 More attention for transparency (how decisions are made)
- 🗑 More attention for efficiency (less delays)
- 🗑 Climate Change difficult to get on agenda while it should be starting principle
- 🗑 How to interest political leaders for the ‘morning after’
- 🗑 Involvement of private sector (the Panda) <> link to strong identity of area + people
- 🗑 Governance (instead of organisation) chapter in plans
- 🗑 Stakeholder mapping in Galicia <> make differentiation
- 🗑 Experiment with building the pyramid up from beneath (Greece)
- 🗑 Instruments to stimulate area agreements (PT, IT)
- 🗑 Involvement of NGOs in nature projects (NM)

- ☞ Good enough governance by prioritising governance issues

Working from the heart instead of (only from) the head

Question 2: baby-steps

- ☞ Mentioning climate change next week to
- ☞ Include governance in running project development
- ☞ Article on intranet of DLG about 4 issues of governance

Question 3: offer to partners

- ☞ Analyse and shape process of getting to area agreements
- ☞ Clarify / demonstrate the role of a mediating neutral organisation
- ☞ Create methods to involve stakeholders (e.g. sketch match)
- ☞ Visualisation of results via sparkling maps / images)
- ☞ Involvement of interest groups and NGOs
- ☞ Inventory of other best practices for governance in NL
- ☞ Help to start bottom up process to introduce climate change parallel to analysing on national level
- ☞ we are the main organisation to implement all the measures.....

Portugal

Question 1: top 5 new principles

De Wijers (Flanders)

- . Positive attitude people oriented – energy from people!
- . importance of time for preparation

. Organizational structure (steering committee, PG, WG on demand)

- Almere: time scaling, work on sustainability
- Natuurmonumenten – share responsibilities with clear leadership / coordination

Question 2: baby-steps

- 🗑 Elaborate stakeholders map (responsibilities, roles)
- 🗑 Define operational structure for the pilot

Question 3: offer to partners

- 🗑 Involve / negotiating at local level (land consolidation projects), regional level (regional spatial plans)
- 🗑 Instruments as ITI and PAT

Lithuania

Question 1: top 5 new principles

1. National objectives fitting to/with local objectives (Nijmegen, Dutch)
2. Strong risk managements aspects (Varna, Galicia)
3. Governance in integrated projects – involvement of local partners and other stakeholders (De Wijers (Flanders))
4. Perfect visualization of the project (Almere)

Question 2: baby-steps

1. Communication and cooperation between NGO and Government
2. Clear structure of the projects implementation process

3. To find nearest way for everyday solutions

Question 3: offer to partners

1. Stakeholder involvement in creation working groups (method)
2. Effective network of protected areas (management and development)

Bulgaria

Question 1: top 5 new principles

- Good planning and stakeholder involvement (Belgium)
- Integration of peri-urban development and water management (Almere)
- Defining indicators, evaluation and monitoring, communication and transparency (Galicia)

Question 2: baby-steps

Creation of a permanent discussion forum on spatial development (including climate change issues) – opinions, ideas, common interests, who is who, cooperative thinking.

Question 3: offer to partners

Depends on definition of priority points which to be included in the territorial strategy on climate adaptation

Friday, 11 June 2010

Evaluation session

Questions for evaluation

1. New Learning needs

- Specially related to next TW (Stakeholder Involvement) and the Pilot / MetaPilots
- 2. **Good practices**, not only related to Governance, if you didn't mentioned them already
- 3. Have you identified any possible **internship**?
- 4. Suggestions/recommendations regarding **organizational aspects** for coming events.

Flanders

- **Learning needs**
 - How to communicate the message of CC adaptation when stakeholders don't have a sense of urgency regarding climate change adaptation
 - How to implement training top-down (Italy)
 - How to involve urban stakeholders: make them aware they are stakeholders in territorial climate change adaptation plans in peri-urban areas

Good Practices

- VLM: how to set-up process management in an early stage of territorial approaches

- Prov. Limburg: presenting the organisation of an intermediate governance level between the province and the municipalities (=NETWORK) to organise the stakeholderinvolvement and the communication + PRACTICAL EXAMPLES
 - Forest-owners in forestgroups
 - Climate committees
 - Farmers (erosion, functional agro-biodiversity)
 - Centre of sustainable building

Internships

- Offer: everybody is welcome
- Ask:
- VLM & Province: internship or bilateral study visit to Vouga: to learn about ITI and PAT
- Prov. Limburg: visit
 - Oil-free zone in Italy
 - Almere: strategic vision
 - Strofylia: N2000-area

Organizational aspects

- Badges (only first day)
- Setting of the tables (less formal)
- Link in time internships or coaching visits and TWS (make F:acts more climate proof)
- Include an informal part (also at lunch a short informal activity to raise the energy level)

- Use skype or video conferencing to prepare meetings

Italy

Learning needs

Thematic Workshop (Stakeholder Involvement SHI):

How the running experiences are relating with some more “traditional” tools for SHI (i.e. Agenda 21, Advocacy Planning, ...)

“Failed” experiences in involving stakeholder

How, from a top down approach, it is possibile to stimulate a “bottom up” approaches

How much this “stakeholder involvement” costs in terms of TIME & MONEY?

How to stimulate the SHI when, eventually, they sleep ...

How to promote SHI both at the level of “policies” (diamond / policies) and “planning” (gold / strategic)

How to involve permanently RESEARCH institutions in the planning process (from the early beginning of the “initiative” to the ex-post evaluation)

More information about Climate Communities approach (from Limburg)

How to operate at the Political Level (diamonds) in changing their mind regarding climate change strategies

From / to the Pilot Project:

How to improve land use planning techniques from each Pilot?

How “forest fires strategies” are carried on in the Pilot Project affected

Good Practices

About the EU White Paper on Governance (2002) ??? Why only one of us has referred to it?

Involving of permanently RESEARCH institutions in the planning process (from the early beginning of the “initiative” to the ex-post evaluation)

The involvement of the Civil Protection Authorities (both National, Regional and Local) in fighting against climate change effects

Good governance in the good practices presented (i.e. integrated land use planning in some Partner experiences)

Internship

We are open to receive internship both in the two Community presented (Primiero & Camerino) and the National / Regional level (UNCCEM).

For now no information about the possibility to receive internship at the level of Central Government or Regional Government

Regarding italian internship, after this meeting, UNCCEM will inform UNCCEM members about FACTS state of the Art and possibile internship & Coach visits

We suppose to be ready for proposing internship before next meeting in Portugal

Organizational aspects

Preparing the Agenda in advance allowing each Partner to be involved

Please, for ITA’s presentation, don’t circulate “open” power point presentation but only PDF version. Expecially outside FACTS Partnership

Reached results : how to organize them after meetings?

Preparing both working & social programme for the meetings

Galicia

Learning needs

- Participation techniques: know which participation techniques other partners use in the population and stakeholder involvement process
- How to organize local workshops/meetings within the pilot project to achieve your objectives
- Innovative and “fresh” ways of communication: using of new technologies, ...
- How to make that climate change and risk management will be in the agenda in a transversal way in all the policies

- How to deal with multi-aiming/objective of the different stakeholders when you define the Integrated Territorial Strategy

Good Practices

- How to involve population: the concept of climate communities from the point of view of social organization. (FL)
- Insight profiles as a way to improve the team work (NL)
- Communication as first step in the development of the projects (FL)
- “Open minded” when managing the territory: establishing flooded areas, land use changes, ... (NL)
- Coordination and communication principle within the Italian administration (IT)
- Importance of monitoring climate change effects (LT)

Internship

- Stakeholder involvement and communication approach Flanders colleagues (FL)
- Risk analysis and management (USC)

Organizational aspects

- Documents: try to provide the presentation or a summary of each presentation before or at the beginning of the workshop
- In the more peripheric regions/countries, try to organize the workshops taking into account the come back to home

Netherlands

Learning needs

- 🗑 How make a good governance paragraph in a project?
- 🗑 How to imply positive communication in territorial strategies?
- 🗑 How to remain efficient in governance strategies
- 🗑 TW 2: practice stakeholder mapping and differentiation
- 🗑 TW 2: How to link global problems to local implementation

Good Practices

- 🗑 Positive communication strategy
- 🗑 Identity of region <> starting point for climate change adaptation
- 🗑 Good enough governance
- 🗑 Linking global goals to local implementation

Internship

- 🗑 A combined program NL (group)
 - DLG
 - Van Hall Larenstein / Wageningen
 - Internship at Natuurmonumenten to understand how and NGO works
 - Internship at the province of North Holland on governmental governance
- 🗑 Systematic analysis of our learning needs to define our internship wishes.

Organizational aspects

- 🗑 Spread interactive work forms over the day
- 🗑 Work forms that deliver concrete products to practice
- 🗑 Involve stakeholders from outside network and work with them.
- 🗑 Timely distribution of program and inventory of learning needs/ contributions and interests
- 🗑 Internet connections
- 🗑 More discipline in presentations times, shared responsibility

Bulgaria

Learning needs

Territorial aspects

Dutch Sketch Match Method – essence of the method, when and where to apply, what is it capable of doing and what is not

Horizontal principles and stakeholder involvement

1. Methods for stakeholders' involvement in the development of territorial strategies for adaptation to climate change and the participation of the private sector

2. Legal Framework for adapting Spatial Plans to Climate Changes and necessities introducing Climate Change Action Planning in the development of Territorial strategies

Good Practices

Governance aspects

Institutionalisation of adaptation to climate change at central and local level in the EU countries

Horizontal principles and stakeholder involvement

1. Establishing climate communities and identifying methodology for their work (Limburg example)
2. Regular meetings of different governance levels (Italy)
3. Land use and consolidation (Greece), territorial zones and governance at regional level and bad practice inventory

Internship

1. Climate communities in Limburg;
2. Land consolidation in Greece;
3. ITI implementation in Portugal

Greece

Learning needs and Good Practices

- Learning is acquiring new knowledge, behaviors, skills, values, preferences or understanding, and may involve synthesizing different types of information.
- Learning requires time...
 - Belgium. The approach related to the participation of Climate Communities.
 - Almere. The effective approach related to the coordination of several stakeholders. It brings positive results.
 - Italian initiative of the assembly of public sector (Local, Regional and National level).

- Multi-sector approaches of integration of climate change towards regional policies.
- Indicators for measuring progress and achievements.
- Informal methods for communication towards “participation”.
- How to avoid bad practices
- It is important to identify also the learning needs of the stakeholders of the Pilot Case(s) and try to identify methodologies and means to satisfy these needs.

Internship

- Internships are clearly related to our Learning Needs.
- These will come out from a thorough investigation of the practices, methodologies and means of partner regions.
- TIME is a crucial factor to take advantage of and acquire knowledge about the specific internships for NEA.
 - Obvious:
 - Climate Communities - Limburg
 - Governance of Almere
 - Governance of Italian case

Organization of internship

- Formal identification of the learning needs of each region.
- Formal identification of learning offers of each partner region.
- Matching of interests of the needs and offers will benefit the Interregional knowledge and practice exchange.

Organizational aspects

- Clear agenda with all necessary information about our preparations.
- After Lunch I cannot think...
- Lithuanian meeting is a good practice... Combination of several events.

Portugal

Learning needs

next TW

- . Methods, strategies, practical case studies
- . Communication, negotiating, motivation, how to promote participation
- . Indicators for governance principles
 - Pilot
- . Stakeholders' map – how to put it into practice

Good Practices

- 🗑 Organizing ideas: governance principles and identifying the most relevant – good enough
- 🗑 Indicators as a way to promote accountability and efficiency
- 🗑 Soft power (formal and informal)
- 🗑 Gov as a state and a process (adaptative and responsive)
- 🗑 Transparency not just with data but also knowledge
- 🗑 Refresh memories (look behind)
- 🗑 Significance of local people
- 🗑 Each project is unique
- 🗑 Not necessarily the best option will be implemented

Organizational aspects

- 🗑 Include a (informal) social event in the programme
- 🗑 Good balance between theory and work group
- 🗑 Involve important people from the region who's receiving
- 🗑 try to send out programme earlier
- 🗑 Meeting room with arrangements as informal as possible

Lithuania

Learning needs

- Effectiveness of involved stakeholder participation in the pilots or projects works.
- Multifunctionality in integrated projects (including different fields of actions)
- Project process management, including financial management

Good Practices

1. Climate communities
2. Strong risk management
3. Well structured process of projects implementation

Internship

Need more analysis, but internships should be related to our learning needs and in some aspects with direct responsibilities in the organization and project

Organizational aspects

More strict terms of registration

Earlier preparation of the program.