



Public-Private Catchment Partnerships for multiple benefits: new ambitions, same challenges

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Background

- Integration ongoing aspect
 - IWRM (Mitchell, 2005; Varis et al., 2014); ICM (Rollason et al., 2018; Short, 2015)
- Europe-wide aim of improving coherence or integration of **policy** delivery (Nilsson et al. 2012, Jordan & Lenschow, 2010)
- Water Framework Directive (WFD) & Floods Directive (FD)
 - Stated goal e.g., Art 9 of FD, CIS 2019-21
 - Is this being achieved yet? If so, how?



Integration via statutory planning?

- Little evidence in plans (2nd RBMPs & 1st FRMPs)
 - Vague, formulaic and/or brief statements
- Those developing plans do attend to integration
 - Survey and interviews – hidden work to connect policy domains
 - Interpersonal collaboration, coordination and team-working
- Expectations for future progress
 - Provide national-level structure, guidance
 - Improve coordination across teams and levels
 - Share data and expertise
 - **Enable local or catchment-level action**

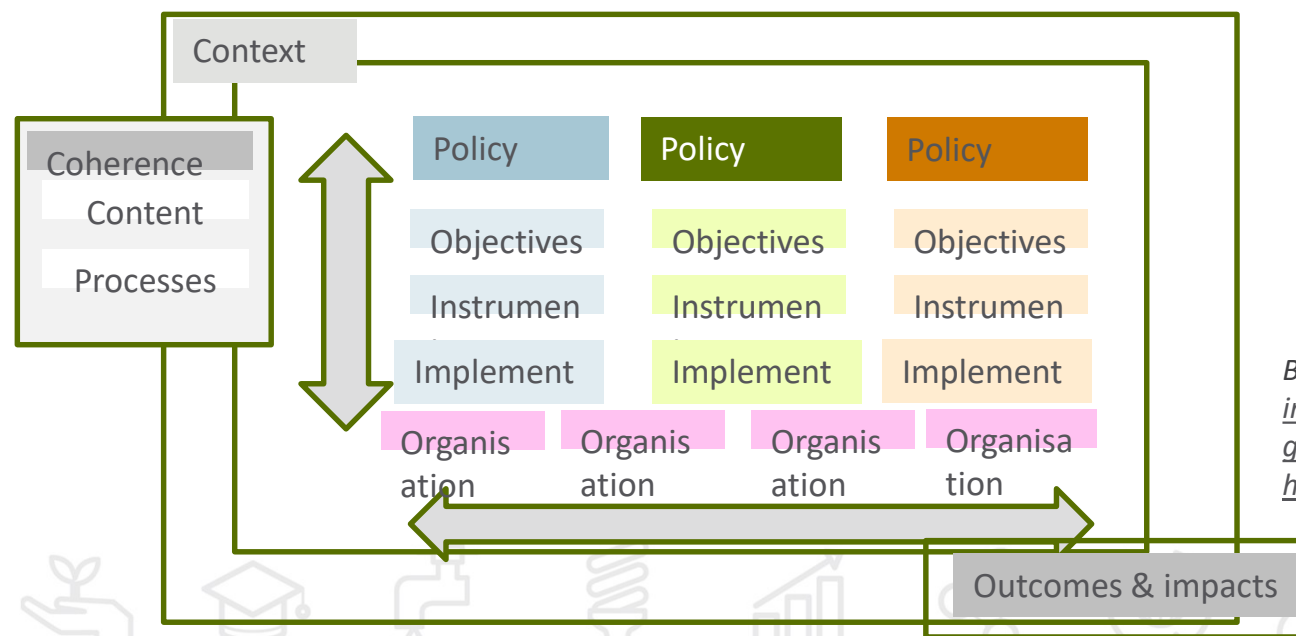
Integration via Catchment Partnerships

- Partnership working
 - Voluntary interactions with key characteristics (Gray, 1989)
 - Typologies of actors and settings (Diaz-Kope et al., 2015, Hardy et al., 2010)
 - 13 Good practice principles (Marshall et al., 2010)
 - Updated and reduced to 6 issues (Watson et al., 2019)
 - Scope, Scale, Responsibilities, Engagement, Finance, Review
- Attention to the process
- Attention to how IWRM is governed (Pahl-Wostl 2019)
 - Interplay of formal and informal institutions
 - Networked modes of governance



‘New’ ambitions for env governance

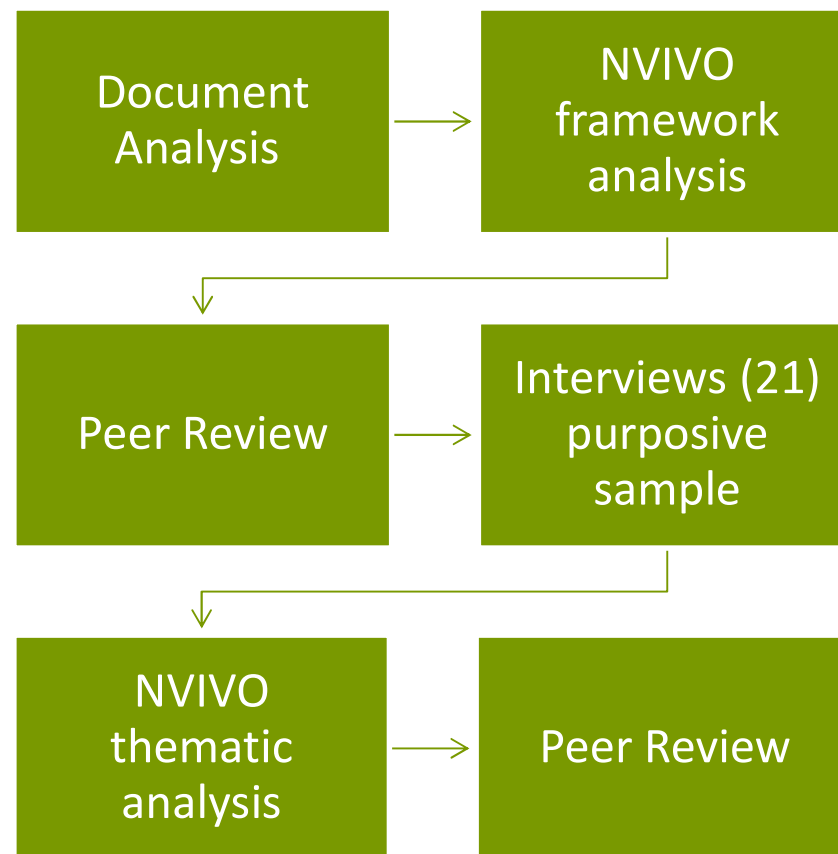
- Single issue conservation becomes Nature-based Solutions to societal challenges
- Role of private sector to invest in restoration and remove pressures on environment
- Policy integration requires policy entrepreneurs



Blackstock et al. (2020), *Policy instruments for environmental public goods: Interdependencies and hybridity*, *Land Use Policy*, in press.

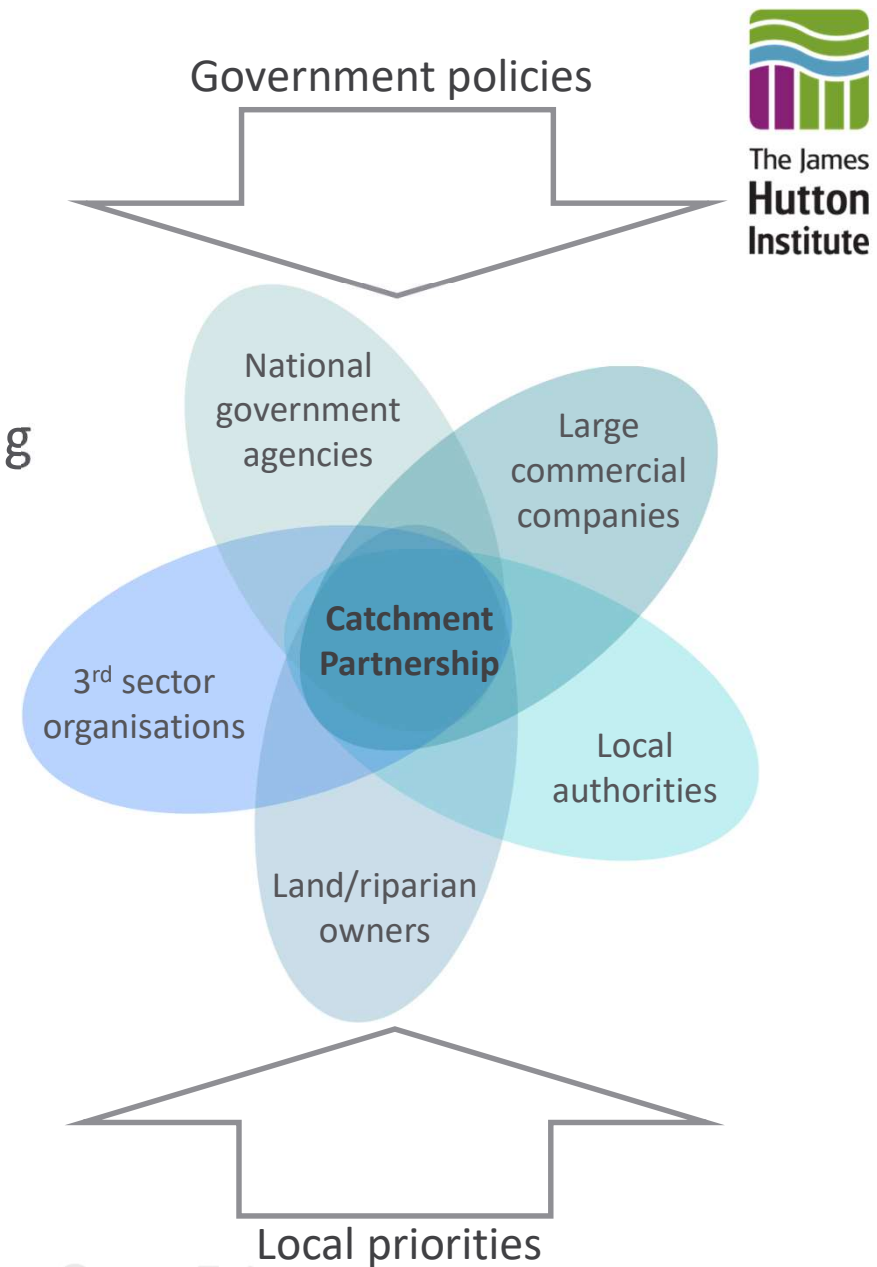
Interpretivist research design

- 4 x UK non-statutory Catchment partnerships
 - Poole Harbour Catchment Initiative (PHCI)
 - Hampshire Avon Catchment Partnership (HACP)
 - Dee Catchment Partnership (DCP)
 - Spey Catchment Initiative (SCI)



Findings

1. Policy integration & Multiple benefits (Scope, NbS)
2. Benefits of partnership working (Finances, Networks, Review)
3. Private sector partners (Engagement/Typologies)
4. Role in catchment action (Responsibilities, Agency)
5. Evolution & boundaries (Interplay, Agency)



Policy integration & Multiple benefits

- Manage tensions between top-down (statutory) policy objectives and bottom-up priorities
- Make policy coherence happen
 - Increase co-benefits
 - Implementation enablers
- WFD & Biodiversity designations
 - Flooding more recent
 - Little integration beyond environment domain
- Focus on Natural Flood Management
 - Sweet Spot – beyond BAU
- Relationships > plans



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Benefits of Partnership Working

- Leverage policy funding and in-kind support
 - Capital for measures; revenue for partnership coordinator/manager
- Precursor to spend is **knowledge** (who, what, where) – efficiency, effectiveness
- Horizontal networking valued
 - Share resources, knowledge, ideas, institutional memory
 - Trust, relationships
 - Network within organisations too
- Challenges with M&E
 - Lack of data on procedural outcomes
 - Hard to connect process to env (& other) outcomes



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Private Sector Partners

- Over 70 organisations & growing across public, NGO and private sectors
- Private partners still a minority
 - Wessex Water, Aberdeen Harbour Board*, Diageo, *Scottish Water*
 - Role of individual policy entrepreneurs
- How to engage more partners
 - Which kind?
- Problematic category
 - Large Water Users
 - Small Land Managers
 - Funding, practices, knowledge



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Role(s) in Catchment Action

- Partnerships co-exist with other actions
- CaBa (England) overlaid existing project partnerships
- Balancing *steering* and *doing* to maintain collaborative advantage
- Challenge: appropriation by or attribution to partnerships
- Making visible increases accountability



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Evolution & Interplay

- Partnerships are not static
- Hierarchy emerges
 - Manage partnership
 - Deliver or support actions
- Changing synergies for collaborative advantage
- Feedback to policy objectives?

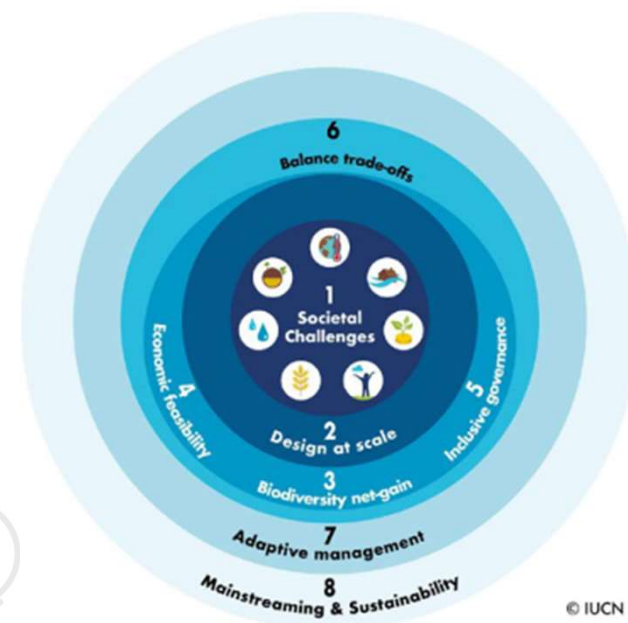


Poole Harbour © Shutterstock



Partnerships for policy integration

- Same challenges persist
 - Not limited to water – or even environment
 - Learning from other domains
- Avoid focus only on catchment scale
 - Nested governance (horizontal, vertical and diagonal interactions)
- Raise practical implications...
 - Need resources, continuity and room to evolve
 - Tension – prerequisite yet hard to demonstrate value-added



Partnerships for policy integration

- New lenses provided additional challenges as well as opportunities
 - Expand range of issues and actors to engage
 - Broker different logics of participation (homophily)
 - Threat to networked mode of governance?
- How to do and know more?
 - Shifting skills and role of CP manager
 - Explicit recognition of where/why bound partnership
 - Recognition of role CPs in LUS/Area integrated plans



Conclusion

- Governance matters...
 - Of partnerships
 - Between partnerships
 - Nested in national institutions
- Catchment partnerships = NbS agenda
 - Upscaling remains challenging
 - Nuanced approach to 'private'
 - Learn but don't drown



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Next Steps

- Develop insights via feedback from wider water/landscape stakeholders
- Develop papers on specific aspects:
 - “Agency and Constraint: the role of individuals in delivering policy coherence” (Journal of Political Ecology)
 - “What difference do partnerships make and how to measure this” (Journal TBA)
 - Potentially further investigation/decomposition of the private sector and different logics of collaboration

Thank you – your comments and questions welcome!





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