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Background & main question





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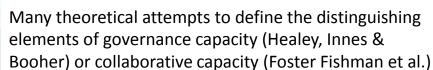
- Water governance & climate adaptation complex multi-level challenges
- Many actors on different levels have to act in the same direction; actions have to reinforce each other
- Synchronizing these actions therefore necessary
- Program management as a possible strategy to enhance governance capacity in multilevel systems
- · Questions:
 - What are the elements of governance capacity for effective multilevel governance?
 - What is the possible contribution of program management to this governance capacity?

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Governance capacity





Four layers distinguished:

- 1. Individual competences (skills, personal abilities, leadership)
- 2. Relational qualities (trust, reciprocity, social capital)
- 3. Organizational capabilities (arrangements, platforms)
- 4. Programmatic characteristics (objectives, guidance)



Governance capacity in MLG





	illustrative items
Individual	Connective leadership Boundary spanning Sense of interdependence
Relational	Trust Mutual understanding Constructive dialogue
Organizational	Cross-level coordination arrangements Presence of platforms for collaboration
Programmatic	Shared vision Clear and connecting goals
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Empirical object





Dutch Delta Program:

- Five national decisions with regard to new norms for flood risk, fresh water provision, water robust planning etc.
- Regional strategies: link between water & planning

Evaluation Teisman/Van Buuren (2014)

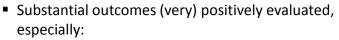
- In-depth interviews with 30 key players
- Survey among visitors Delta Congress 2013



Some important outcomes







- Fundamental revision of flood safety and fresh water policy
- Long-term orientation of Delta Program
- National character emphasized: "DP is from everyone"
- Regional strategies in combination with national decisions
- Process outcomes (very) positively evaluated, especially:
 - Joint exploration of strategies and solutions
 - Increased political attention for water and adaptation
 - Fostering deliberation and joint knowledge production



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Governance capacity



	Individual capacity	 Role of Delta Commissioner (and regional program directors) as boundary spanner between: -Water and planning / regional development -National, regional and local authorities
	Relational capacity	More mutual understandingInclusive dialogue with policy-makers and expertsDelta community
	Organizational capacity	Interorganizational auxiliary arrangementProvisions for multilevel coordination
	Programmatic capacity	Joint vision (long term)Important role of structuring Delta Decisions

- Clear, binding and connective goals



Analysis: added value of program management





- Program management as an auxiliary arrangement to foster collaboration
- Institutional positioning of program: independent and connective
- Strong (formal) position of Delta Commissioner
- Integrative agenda of the program: combining national challenges, regional preferences; bridging water & planning & economic development
- Structuring function of Delta Decisions



Critical reflections





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Institutional jalousie because of success DP

Program management particularly successful in phase of strategic decision-making

Programs normally temporal vehicles: both a success and a fail factor

Less guarantees for success in next phase



Preliminary conclusion





Program management successful in fostering governance capacity between multiple levels This capacity is not easily consolidated Program management (maybe) less successful in fostering governance capacity on levels On these levels existing capabilities (rigidities?) remain largely unchanged





Interested in this research? 10



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