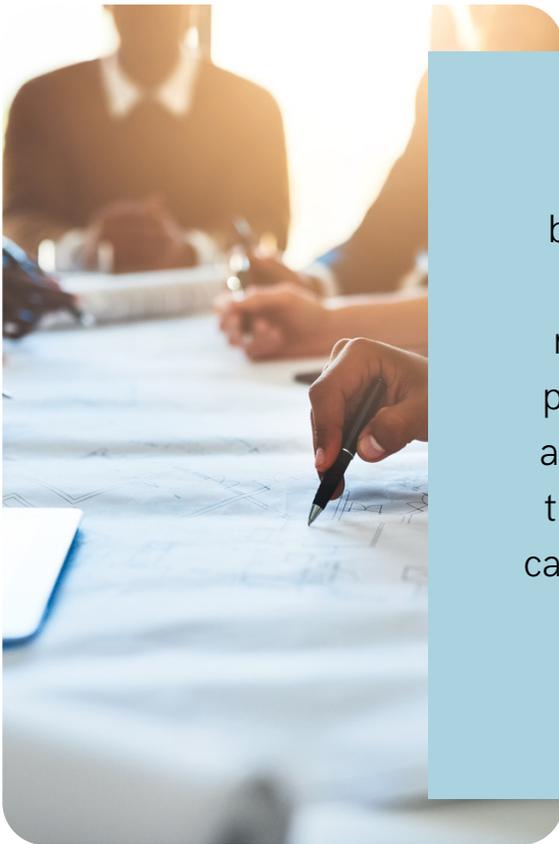


COLLABORATIVE GOVERNANCE: LESSONS LEARNED

Decision-makers are facing multiple challenges, especially in the fields related to environmental governance and climate change adaptation. Effective governance is key to deal with such complex issues. **Collaborative Governance (CG)** is proposed as a suitable approach for tackling intricate social-ecological dilemmas, such as natural disasters and unexpected catastrophic occurrences.

WHAT IS COLLABORATIVE GOVERNANCE ?



Collaborative Governance can be broadly defined as “the processes and structures of public policy decision-making and management that engage people across the boundaries of public agencies, levels of government, and/or the public, private and civic spheres to carry out a public purpose that could not otherwise be accomplished” (Emerson & Nabatchi, 2012).

COLLABORATIVE GOVERNANCE: LESSONS LEARNED

KEY CHARACTERISTICS OF COLLABORATIVE GOVERNANCE REGIMES

1. The CG forum is initiated by public agencies or institutions,
2. Participants in the forum include non-state actors,
3. Participants engage directly in decision making and are not merely “consulted” by public agencies,
4. The forum is formally organized and meets collectively,
5. The forum aims to make decisions by consensus (even if consensus is not achieved in practice), and
6. The focus of collaboration is on public policy or public management.



Source: Johann, 2022

COLLABORATIVE GOVERNANCE: LESSONS LEARNED

BENEFITS OF COLLABORATIVE GOVERNANCE REGIMES

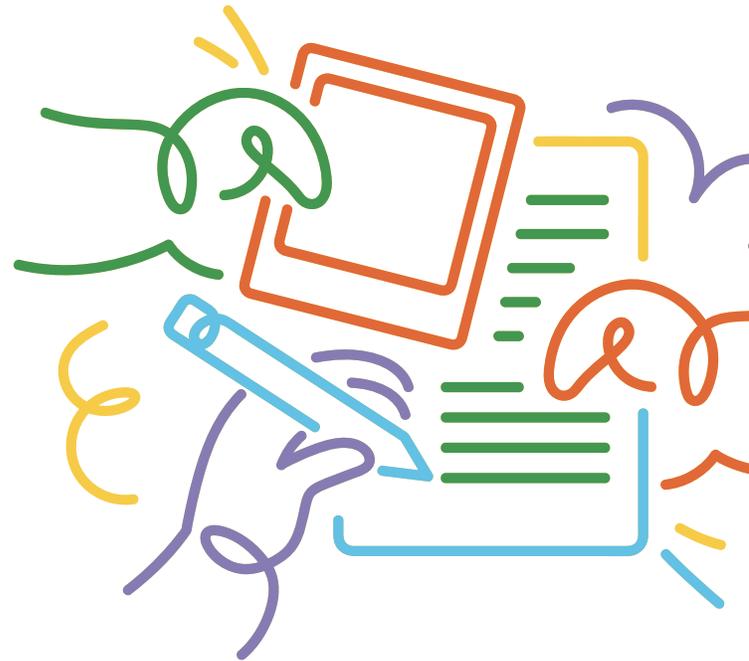
In FDRM, CG arrangements have the potential to lead to:

- Cohesive action among governmental and non-governmental actors
- Collaboration among sectors and stakeholders operating in different regions and at different administrative levels
- Recognition of multiple sources and types of knowledge
- Facilitated social learning
- Enhanced effectiveness of policy implementation
- Actor's increased resilience to complex multi-scaled challenges

KEY FACTORS FOR COLLABORATION AND PARTICIPATION

CG comes with many opportunities but it can also be a difficult task to enable collaboration in a group of different stakeholders.

CG efforts need to be coordinated, well considered and context-specific. There is no one-fits-all blueprint to make CG work, but we can identify the following **key factors** for setting up successful platforms for collaboration and participation.



COLLABORATIVE GOVERNANCE: LESSONS LEARNED

1. STARTING CONDITIONS



Whether a collaboration is a success or failure often hinges on initial conditions.

Three elements require attention to establish favorable starting conditions:

- Resource imbalances among stakeholders,
- Motivation for collaboration, and
- History of past cooperation or conflict.

It is important to actively inquire about those elements in order to find out more about the stakeholders you will be working with and so that you have an idea of how to create the most favorable starting conditions for all stakeholders.

2. INSTITUTIONAL DESIGN

The institutional design needs to set fundamental guidelines and principles governing the CG process, to ensure

- transparent rules for assessing the collaborative process,
- participation from broad stakeholders is actively sought,
- inclusive participation and clear ground rules during the process,
- procedural legitimacy and trust-building.



“The first condition of successful collaboration is that it must be broadly inclusive of all stakeholders who are affected by or care about the issue.” (Chrislip & Larson, 1994)

COLLABORATIVE GOVERNANCE: LESSONS LEARNED

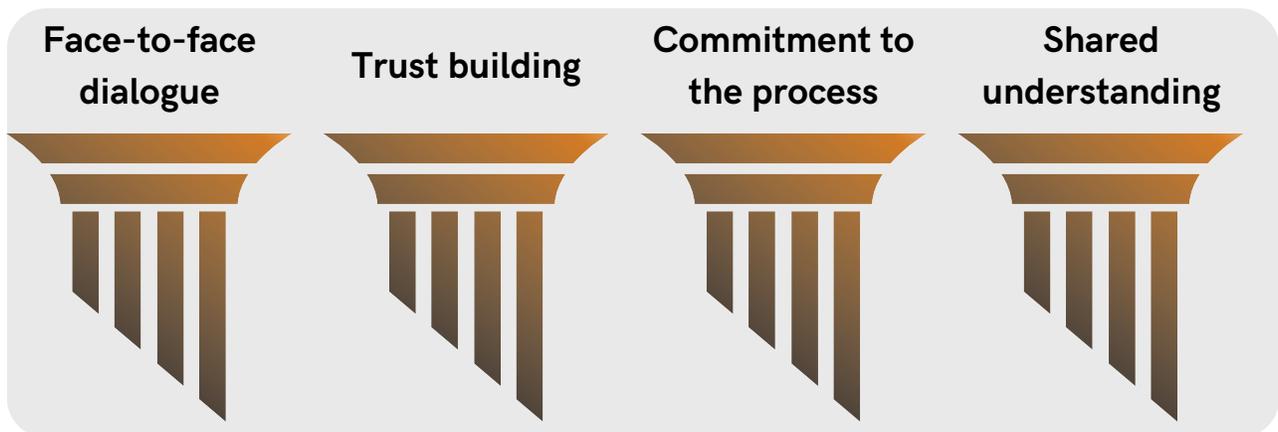
3. FACILITATIVE LEADERSHIP

Leadership is widely seen as a critical ingredient in bringing stakeholders to the table and for steering them through the collaborative process. Leadership is crucial to make sure the institutional design is enforced, and it is also important for empowering and representing weaker stakeholders.

Facilitative leadership is characterized by its focus on promoting and safeguarding the process (rather than on individual leaders taking decisive action). As such, it is often described as “assisted negotiation”.

4. COLLABORATIVE PROCESS

There are four key pillars to the collaborative process:



Communication is at the heart of collaboration. **Face-to-face discussions** among stakeholders are an important pillar of the process. In-person dialogue is the corner-stone for **building trust**, mutual respect, shared understanding, and a commitment to the collaborative process.

At some point in the collaborative process, stakeholders must develop a **shared understanding** of what they can collectively achieve together. If the common goal is clear, it is much more likely that stakeholders develop **commitment to the process**.

COLLABORATIVE GOVERNANCE: LESSONS LEARNED

5. OUTCOMES



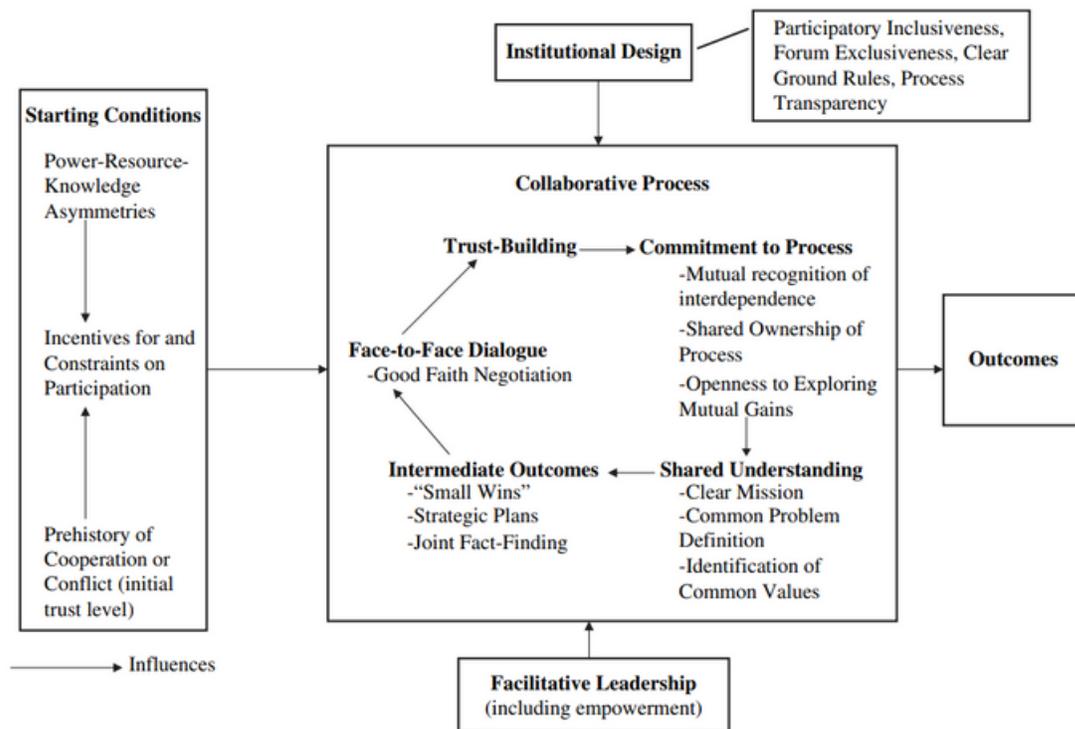
Outcomes need to be

- Transparently achieved,
- Clearly defined,
- Comprehensible for all actors involved.

Not all stakeholders have to be happy with the outcome, however, it is important that the final outcomes are comprehensible for all participants.

If this is the case, it is very likely, that the participants will commit to the outcomes and feel that the time they spent was worth the effort (Emerson & Nabatchi, 2015).

A MODEL OF COLLABORATIVE GOVERNANCE



(Ansell & Gash, 2008)

COLLABORATIVE GOVERNANCE: LESSONS LEARNED

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Chrislip D, Larson CE (1994) *Collaborative leadership: How citizens and civic leaders can make a difference*. San Francisco, CA: Jossey-Bass.

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