

Research on Partnership for Delivery of Water Management at the Macaulay

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Society, Institutions & Governance Theme

Socio-Economics Research Group

Why partnership?

- Increasing interest in a shift from 'command and control' to more deliberative modes of delivery
- Change from *government* to *governance*
- Four ways to influence behaviour:
 - Economic sanctions or incentives
 - Legal sanctions and guidance
 - Provision of education and advice
 - *Voluntary collective action*

Why partnership?

- The 'new' paradigm for water management
- Variety of terms and concepts associated illustrate the variety of disciplines:
 - Collaborative planning (**spatial planning**)
 - Partnership working (**business, management**)
 - Collective action (**institutional theory**)
 - Deliberative democracy (**political theory**)
 - Others ...

Why partnership?

- Three reasons for engagement:
 - Substantive – many heads are better than one
 - Normative – part of a developed democracy
 - Instrumental – achieve buy-in & action
 - (Politically attractive and/or leveraging finance and resource)
- Which one drives your project(s)?
- A spectrum of partnerships:
 - Coordination, cooperation, co-evolution, collaboration
- Where are you on this spectrum?

Why partnership?

- Public demand
 - Want to have a say in developing and doing
- Political interest
 - Smaller 'joined up' government, outcomes
- Implicit assumptions?
Equality; reciprocity; interdependence ...
Cheaper; More efficient; more holistic ...
- Our research tests these assumptions to update theory and improve practice

Overview of Projects

River Basin Management Planning

National

Catchment Management Planning

Regional

Monitored Priority Catchments

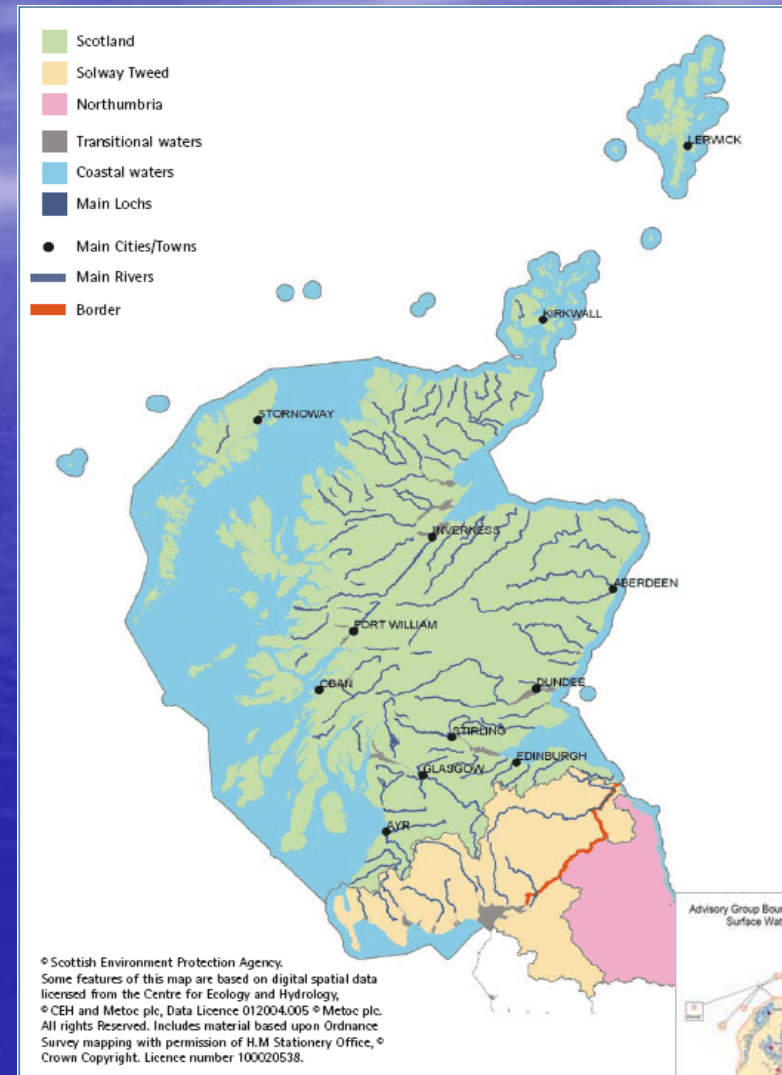
Local

Behaviour & Uptake

Individuals

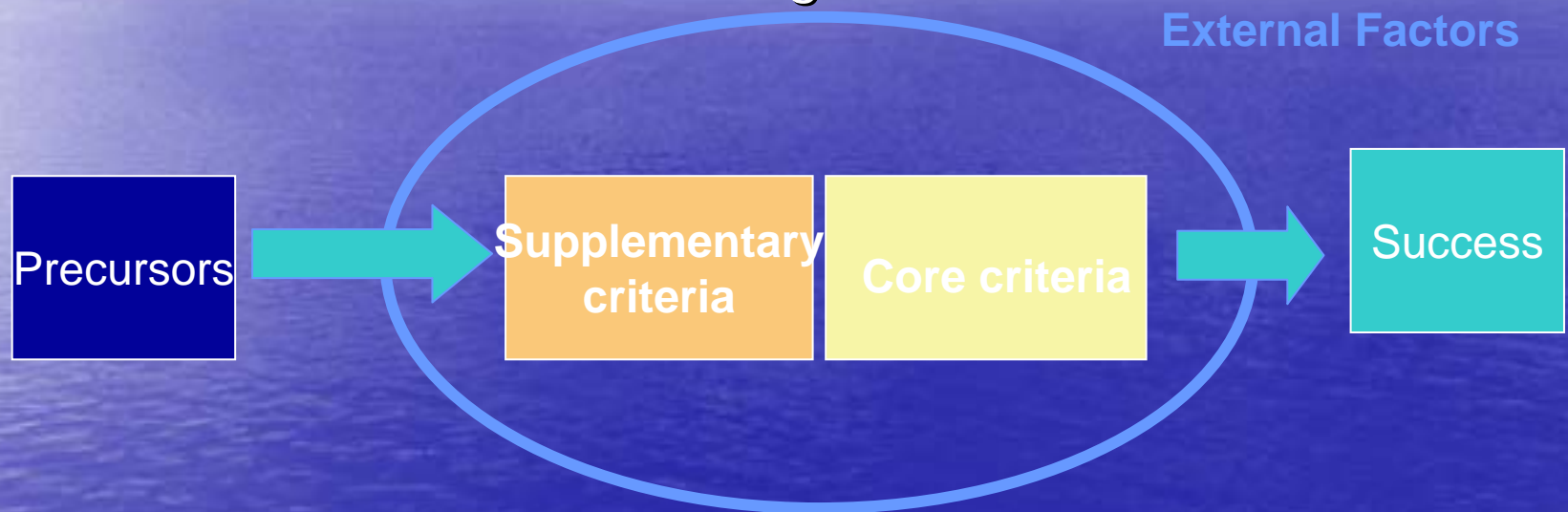
River Basin Management Planning

- Working with 4 Area Advisory Groups & National Group
 - Argyll, Clyde, North-East and Tweed
- Exploring how the process of developing the plan together will influence the outcome of the plan
- Findings across all groups:
 - Ability to influence
 - Pluralism not collaboration
 - Not holistic assessment
 - More data alone won't help
 - Efficiency impedes partnership
 - More joined up plan than otherwise?



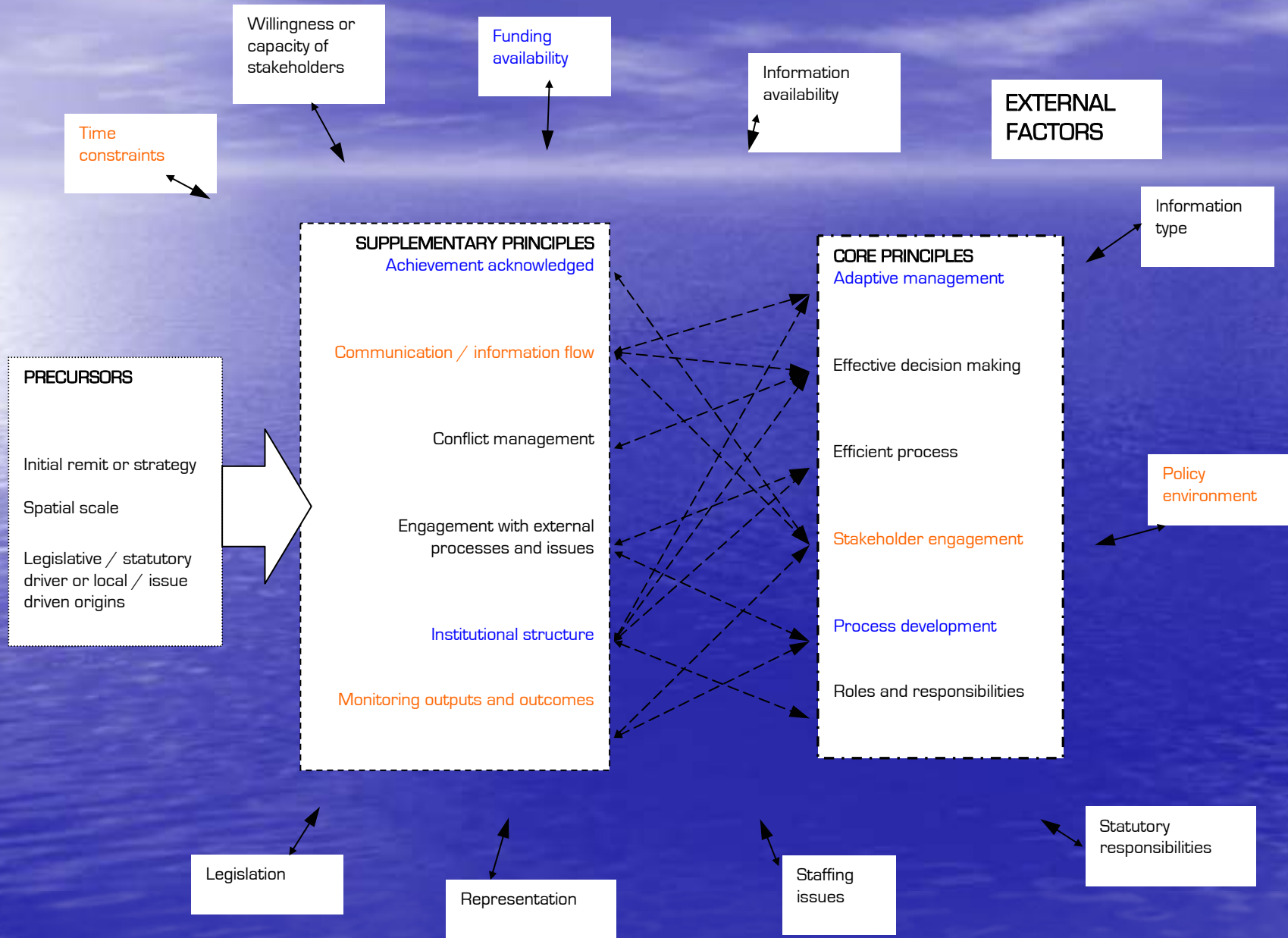
Understanding Good Practice in CM

- Principles for good practice leading to success are dependent on the context in which a CMP operates and the external factors influencing it

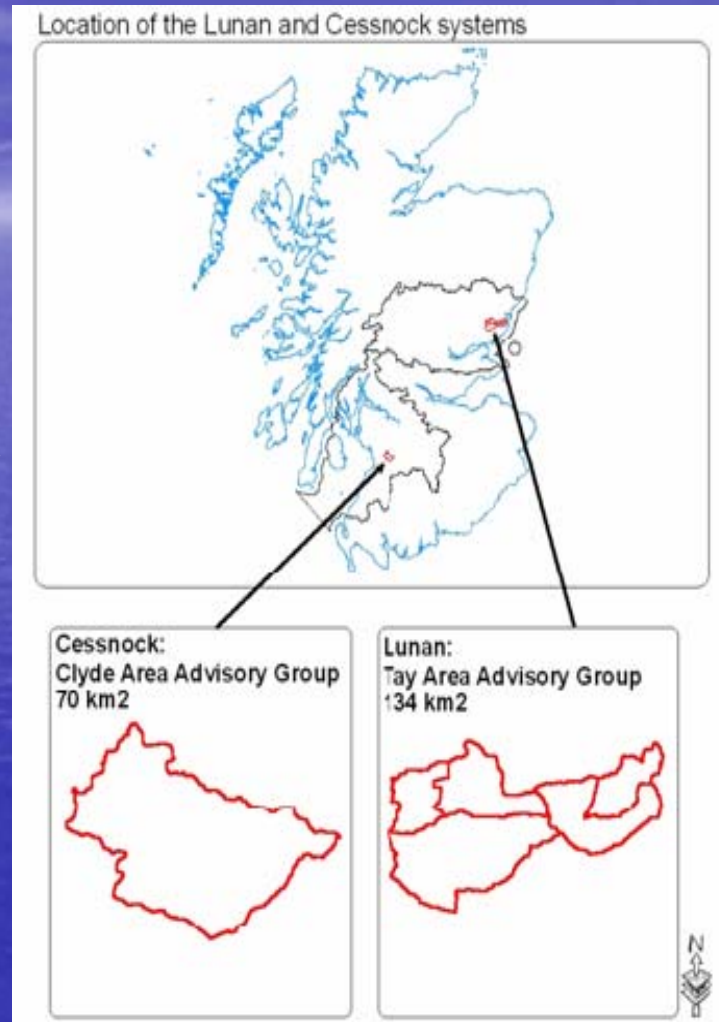
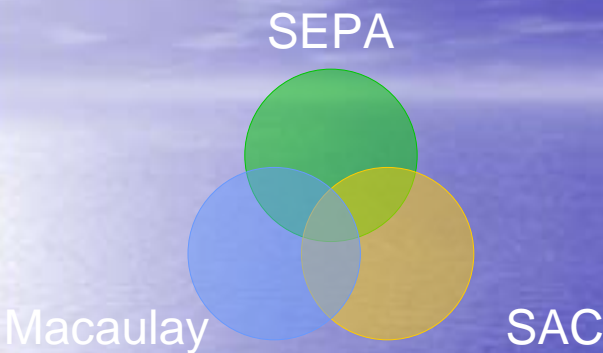


- Implications for practice – focus on what you can influence and be alert to external opportunities & threats

Understanding Good Practice in CM



Monitored priority catchments



Typical dairy and mixed catchments

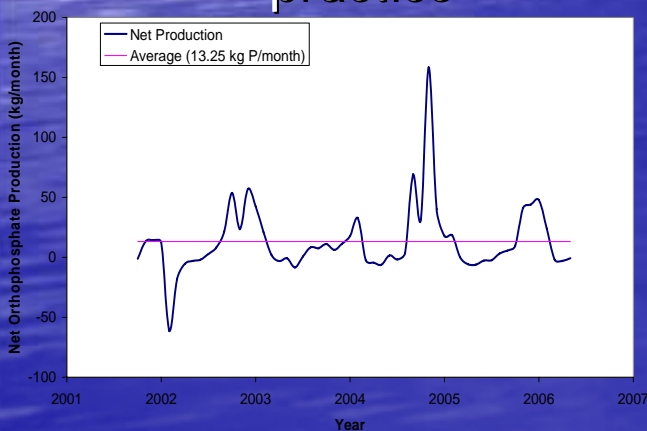
Understanding Uptake: Advising Farmers

- Updating economic theories of lock-in
 - Attention to behavioural aspects including social & cultural issues
 - Different constraints at different times
 - Recognise windows of opportunity for provision of advice



Understanding Local Knowledge

- Linking scientific & local knowledge about:
 - What are the problems, where are they and what can be done about them?
 - Provide a more holistic assessment of catchment
 - Engage public in good practice



Overall Lessons Learnt:

- Recognising the problem and sharing the vision
- Pooling and integrating different knowledge and data
- Moving beyond a talking shop and illustrating benefits
- Monitoring and learning and adapting
- Building capacity and trust (respect)

Overall Lessons Learnt:

- About levels of power sharing, ongoing commitment and organisational cultures
 - Not easier – different....
- Can be constrained within formal statutory processes ...
 - Useful to have the stick in the background?
- Scaling up requires resources – but can we afford not to?
 - Difficult to evaluate costs and benefits but appropriate for certain 'wicked' problems
- Not all problems need partnerships



Questions?