

Leadership “Institutional structure” scale

Work Package 2 meeting in Copenhagen 30.-31. October 2019 combined the tasks in Waterdrive about the leadership manual, participatory toolbox and the description of new services. Some of the topics discussed.

Leadership “Institutional structure” scale

Describe the local cooperation structure in your country. You will have to include the institutions and authorities that are important for implementation of measures and specific persons like catchment officers or advisors playing a key role. We will together discuss the strength and weakness in existing structure and possible improvements in each country.

The GAP’s in the “Institutional structure”

Describe the discussed gaps at the meeting in Copenhagen

New services to fill in the GAP’s

Discuss what can improve process and establish the right platform so things are going to happen.



WP2 meeting in Copenhagen 30.-31. October 2019.

Some of the keywords at the meeting was platform for execution, communication lines, funding/money/full, capacity building and training. The results for each country are presented below. The participants were asked to write 2 A4 pages with conclusions after the meeting

The meeting was lead by:

Magnus Ljung, Swedish University of Agricultural Sciences
 Uwe Rammert, Landesamt für Landwirtschaft
 Franziska Kruse, Landesamt für Landwirtschaft
 Flemming Gertz, SEGES
 Frank Bondgaard, SEGES

Some keywords and bullet points from the meeting

Keywords:

Implementation platforms, fuel/grants/funding/support, new services, management of environmental measures, capacity building, training of advisors to accomplish the goals, cross-sector cooperation, leadership at all levels, secure “top down” and “bottom up” cooperation.

Bullet points:

Lithuania

Local leadership and local water management are missing in relation to implementing water pollution reduction measures.

Established platforms where actors/stakeholders are taking their role in facilitation.

There is a high need for a faster transfer and translation of knowledge between research and practice.

Finland

Without funding you can't implement any solutions or environmental measures.

Landowners and farmers are often the ones who pay for the measures in the end. In order for them to pay, they need to be motivated and see the benefit.

By openly discussing and co-operating, cross-sectorally and on many levels, we can achieve the most efficient and sustainable solutions.

In order to have successful cross-sectoral discussion on many levels, we need good and including facilitation.

In order to implement measures cross-sectorally and efficiently, we need good coordination

Denmark

Create realistic platforms that are truly capable to implement environmental measures.

Be always very clear - who and what drives the process forward?

Make sure that “top down” and “bottom up” always are deeply connected.

If the agricultural schemes do not work change them quickly.

There must be funding (fuel) otherwise the environmental measures never will be a reality.

Leave the office and do it together.

Poland

Fragmentation of competencies between all involved actors is a challenge.

The existing conceptual frameworks in polices area are not mirroring scale of challenges

Lack of sufficient public support/grant for investments aimed at water related activities

Training of agricultural advisors. They shall ensure long term economic survival of farms as business units.

Sweden

Catchment officers and spatial planners shall work better together.

Work with stronger connections between all stakeholders - meet each other.

Latvia

No common vision, cooperation or action among farmers/ land owners on environmental related issues in whole catchment.

A mediator (e.g. catchment officer) is needed who has a vision on how to improve the environmental situation in particular catchment and who would be able to convince landowners to work together for the better future.

Swedish CASE AREA - Västervik Municipality as process responsible.

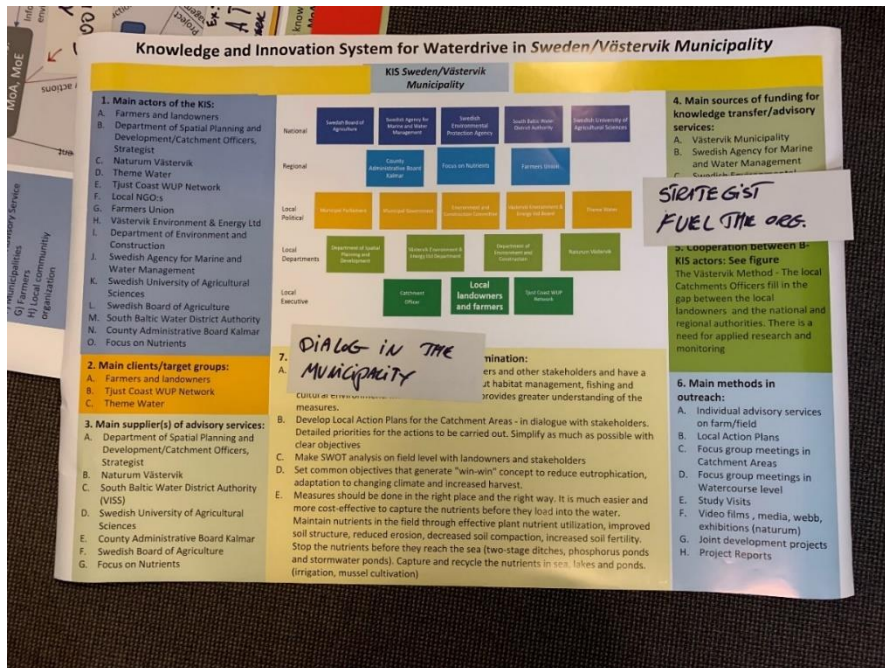
By Gun Lindberg, Västervik Municipality & Matilda Valman, Samordnare Vattenmyndighetens kansli, Länsstyrelsen Kalmar län



Gun Lindberg and Matilda Valman tell about the “Institutional structure” in Sweden



The current institutional structure in Sweden



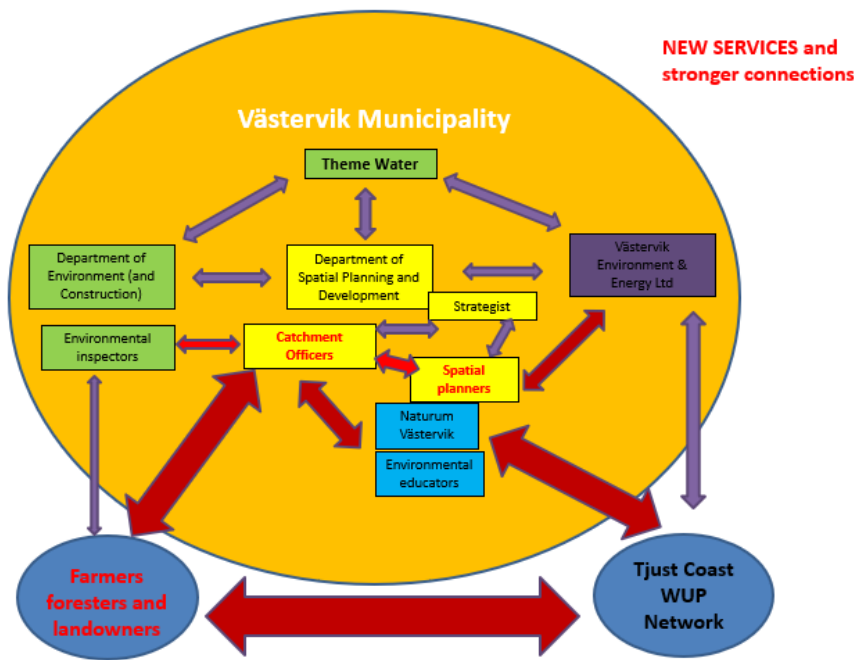
Discussed gaps in Sweden to the current institutional structure in Västervik.

Leadership “Institutional structure” scale

There is a GAP’s in the “Institutional structure” in Västervik Municipality particularly between Catchment officers and Spatial planners. They do not work sufficiently together, they work “in tubes” instead of together, towards common goals.

New services to fill in the GAP’s in Vastervik Municipality - internal work

The actions in Waterdrive: Develop stronger connections between Catchment officers and Spatial planners by dialogue. Develop stronger connections between Tjust Coast WUP Network and Local farmers and landowners. Invite stakeholders to more meetings.



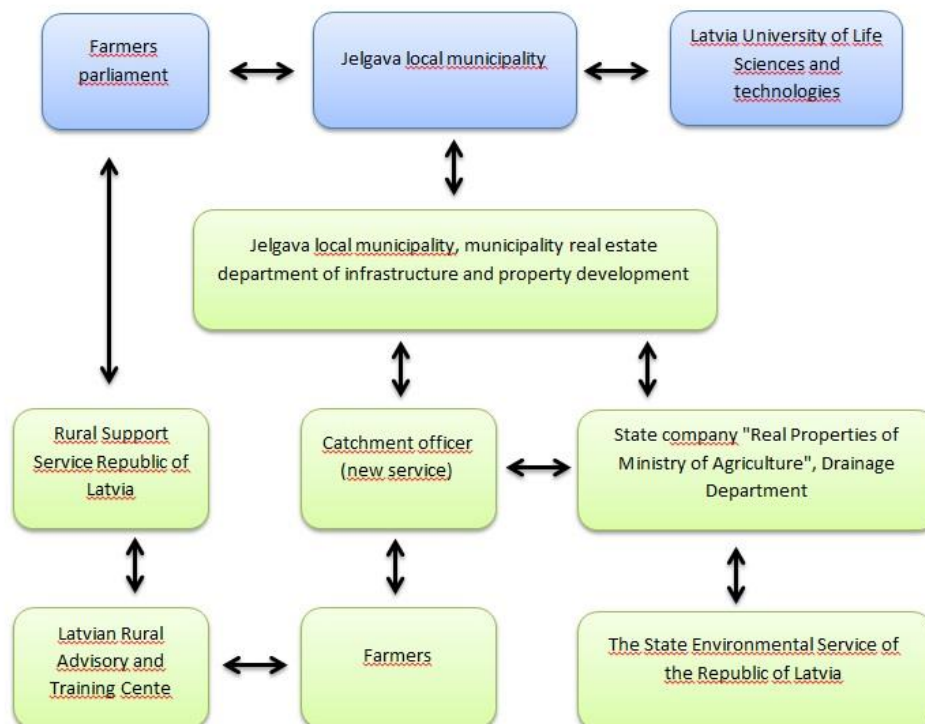
Suggestion to a new Institutional structure in Vastervik Municipality.

Latvian CASE AREA - Jelgava Rural Municipality as process responsible

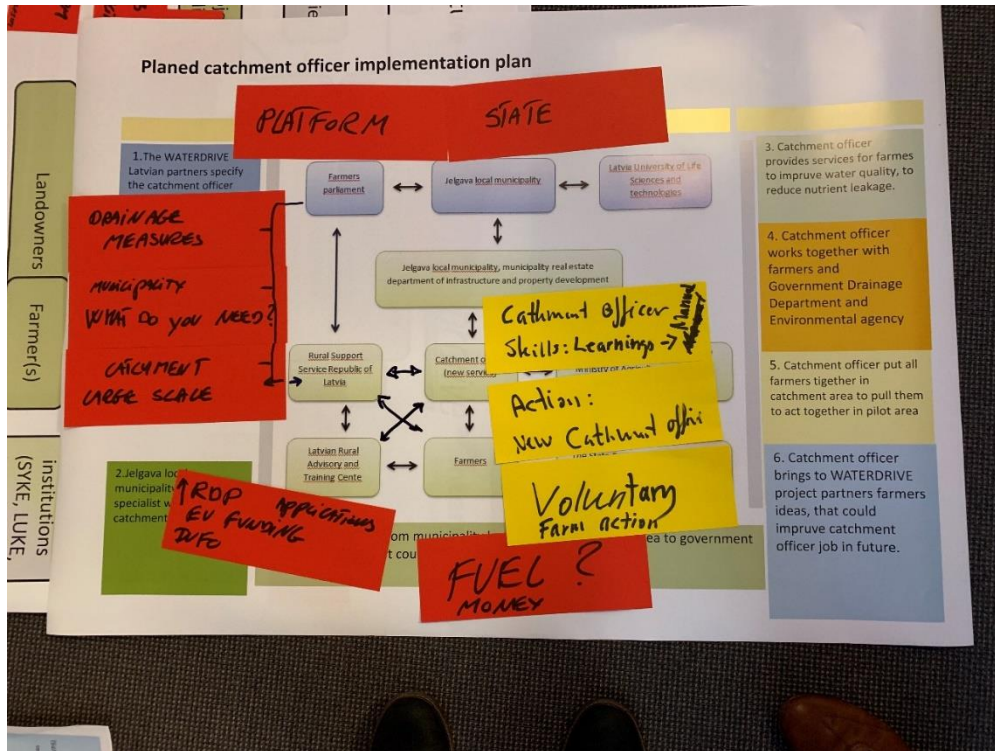
By Ingars Rozitis & Kristīne Beitāne Jelgava Local Municipality



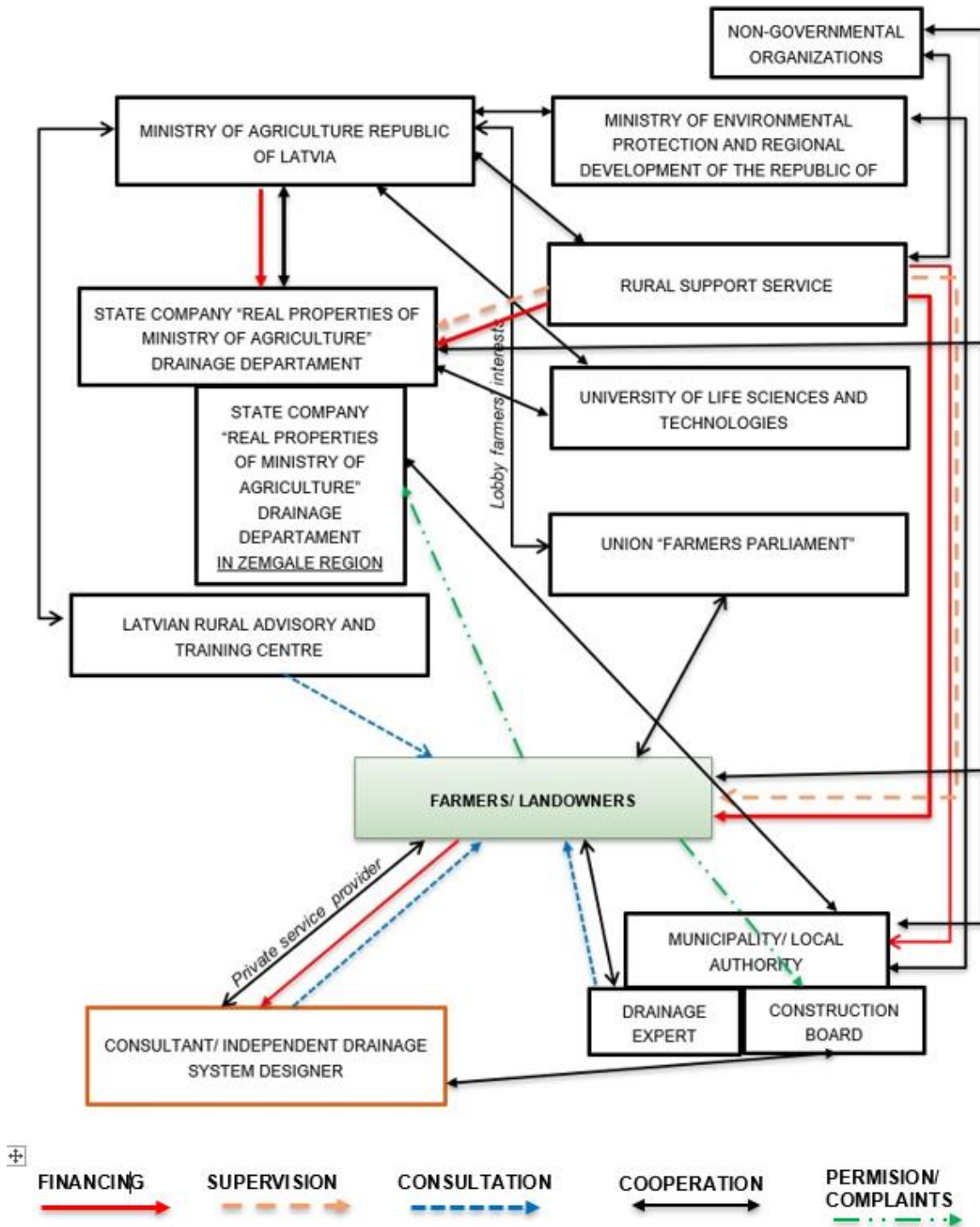
Ingars Rozitis and Kristīne Beitāne tell about the “Institutional structure” in Latvia



Catchment officer in relation to implementation in Jelgava municipality



Discussed gaps in the current institutional structure in Latvia.



Institutional structure in Latvia

Description of roles

Ministry of Agriculture Republic of Latvia:

Leading National authority in the agriculture, forestry and fisheries industry.

Ministry of Environmental Protection and Regional Development of the Republic of Latvia:

Leading National Authority for Environmental Protection, Regional Development Planning and Coordination, Municipality development and monitoring, Spatial Development Planning and Land Management etc. Areas of activity which relates to environment: Control of Chemical Substances, Environmental Impact Assessment, Global Climate Change, Protection of Species and Habitats, Soil quality, Specially Protected Nature Territories, Water Protection etc.

The Rural Support Service is a state administration institution: It operates under the supervision of the Ministry of Agriculture in accordance with the Law on Rural Support Service. The Rural Support Service is responsible for implementation of a unified state and European Union (EU) support policy in the sector of agriculture, forestry, fisheries and rural development; it supervises compliance of the sector with the laws and regulations and fulfils other functions connected with agriculture and implementation of rural support policy. In the framework of its competence, the Rural Support Service administers the EU and state support for rural areas, agriculture, forestry and fisheries:

- Accepts and assesses project applications;
- Makes decisions on allocation or rejecting of financing;
- Keeps records of the granted financing and controls the use of it.

State company "Real Properties of Ministry of Agriculture" Drainage Department: Implements state-owned strategic important property development in the territory of the country: maintains the land drainage system, hydrotechnical structures and land drainage cadaster, ensure the economically viable, environmentally friendly and socially responsible sustainability of agricultural and forestry land resources

Latvian Rural Advisory and Training Centre: Responsible to provide advice and services related to industry's production processes, accounting, and business planning to rural entrepreneurs, organizations, and population, as well as to undertake studies, educate, and inform. Their customers are engaged in the field of agriculture, forestry, fisheries, and in other fields of rural businesses. They are also representatives of different social groups of rural population.

Union "Farmers parliament": is the most influential and constructive non-governmental organization of agricultural and horticultural produce producers in Latvia. It was founded to fight for the interests of Latvian farmers and to strengthen the competitiveness of Latvian farmers. The main work of the FP is representation of interests of Latvian farmers, involvement in the legislative process at the level of national and European Union (EU). Farmers Parliament explains and helps implement the latest laws, regulations and EU regulations in farms. The union regularly organizes seminars and conferences about the latest and most up-to-date information on the various agricultural sectors.

Latvia University of life sciences and technologies is one of the leading universities in the field of science and technology, specializing in the sustainable use of natural resources for the improvement of the society's quality of life.

Non-governmental organizations - the main task is to reach comprehensive farming development according to environmental issues in nature preservation and protection.

Municipality – local government that ensures the functions and tasks specified in the laws considering the interests of the inhabitants of the local administrative territory. Drainage expert – employee in municipality. If necessary provides advice to legal entities and inhabitants about drainage issues. Prepare and compiles documents for process control and monitoring of hydrotechnical and hydromeliorative construction in Jelgava Local Municipality regardless of form of ownership. Takes part in the work on the construction processes of hydrotechnical and hydromeliorative structures. Construction board – supervise the construction process in administrative territory.

Consultant/ independant drainage system designer – provides the “asked service” for a particular farmer on a particular issue.

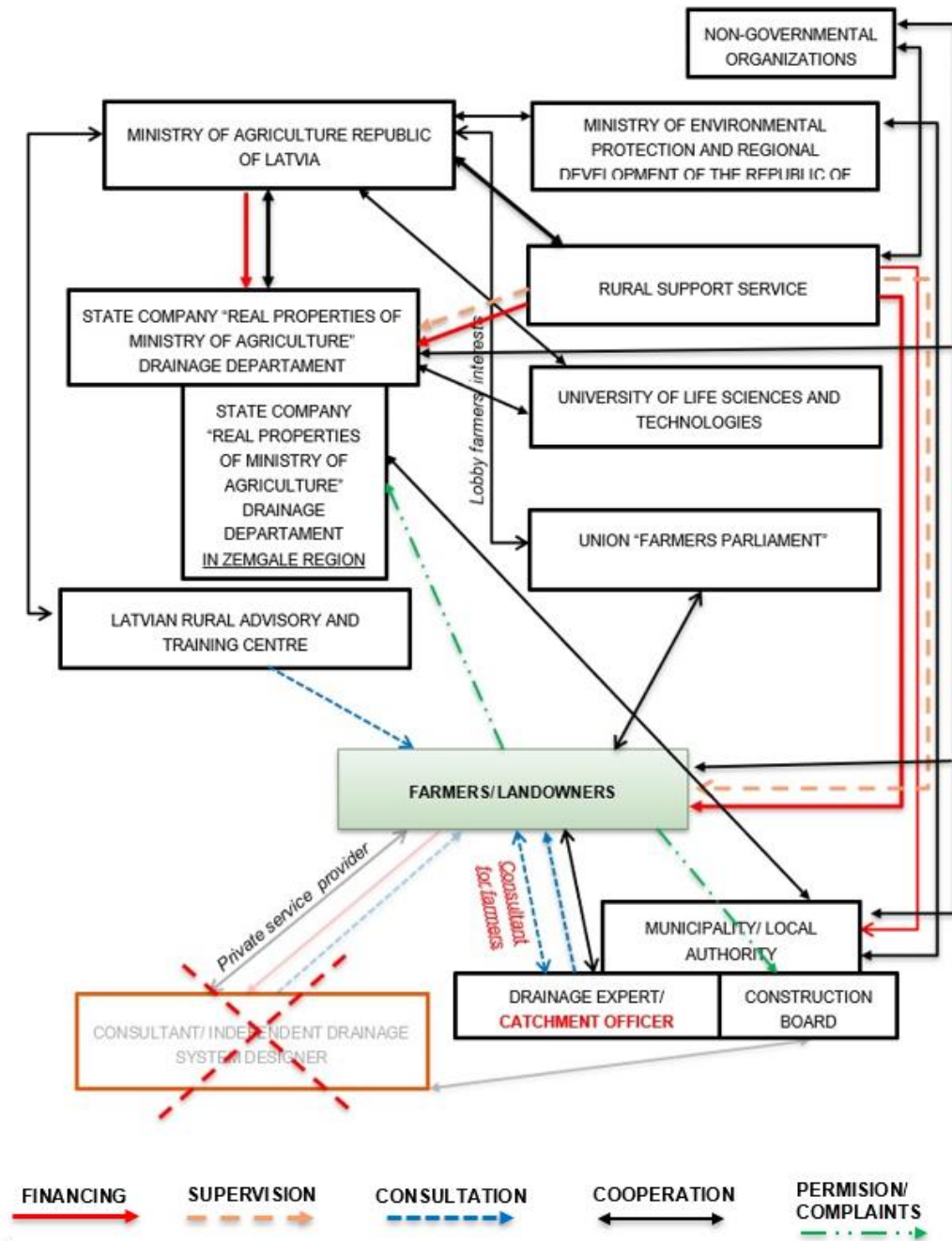
The GAP's in the “Institutional structure”

Each farmer or agricultural land owner (private, municipality or state) who owns the land is responsible for the activities on their property. No common vision, cooperation or action among farmers/ land owners on environmental related issues in whole catchment.

A mediator (e.g. catchment officer) is needed who has a vision on how to improve the environmental situation in particular catchment and who would be able to convince landowners to work together for the better future.

New services to fill in the GAP's

Jelgava Local Municipality would like to implement new service within the WATERDRIVE project and hire “catchment officer” who will organize meetings with farmers/ landowners to carry out long-term maintenance of drainage systems at the catchment level and will advise on the most appropriate environmentally friendly elements for drainage systems to improve water quality.



Suggestion to a new Institutional structure in Latvia.

The actions in Waterdrive?

To implement new service – catchment officer in Jelgava Local Municipality.

Main focus on WATERDRIVE case area (The River Svete): organize meetings with farmers/landowners with a purpose to find and advise the right solutions to improve water quality and drainage systems in pilot area.

Finnish CASE AREA – Drainage corporate bodies as process responsible.

By Olle Häggblom, Finnish Field Drainage Association



Olle Häggblom tell about the "Institutional structure" in Finland

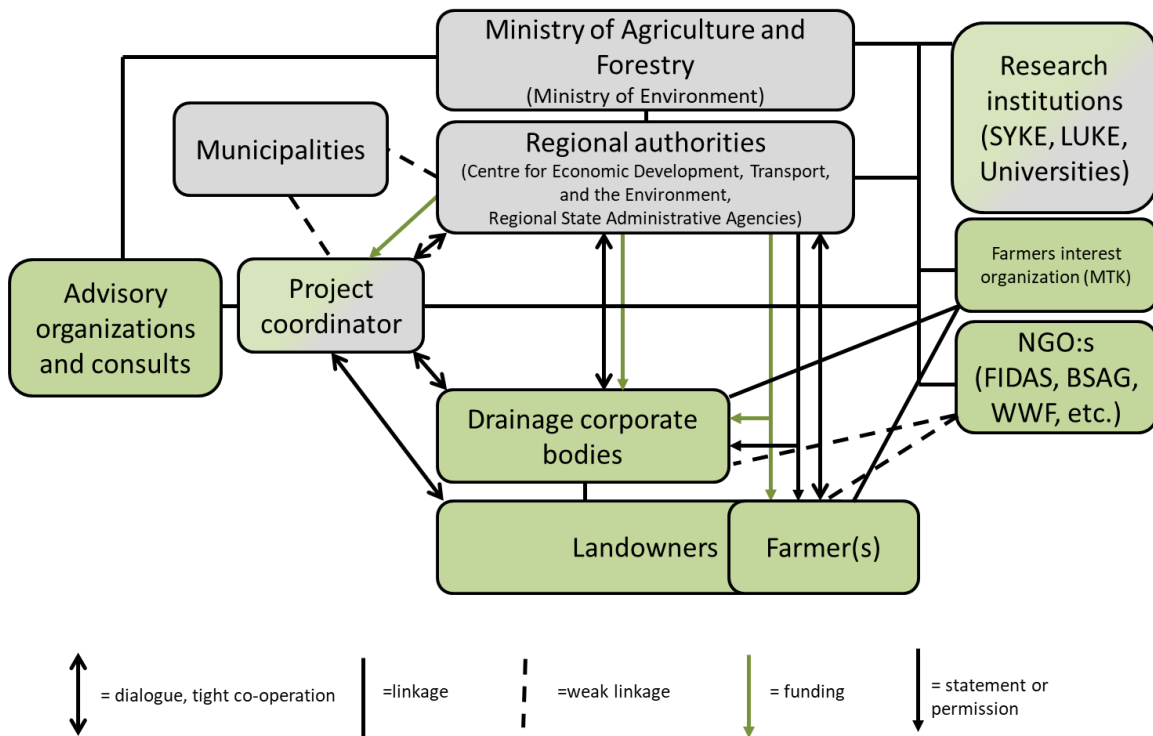
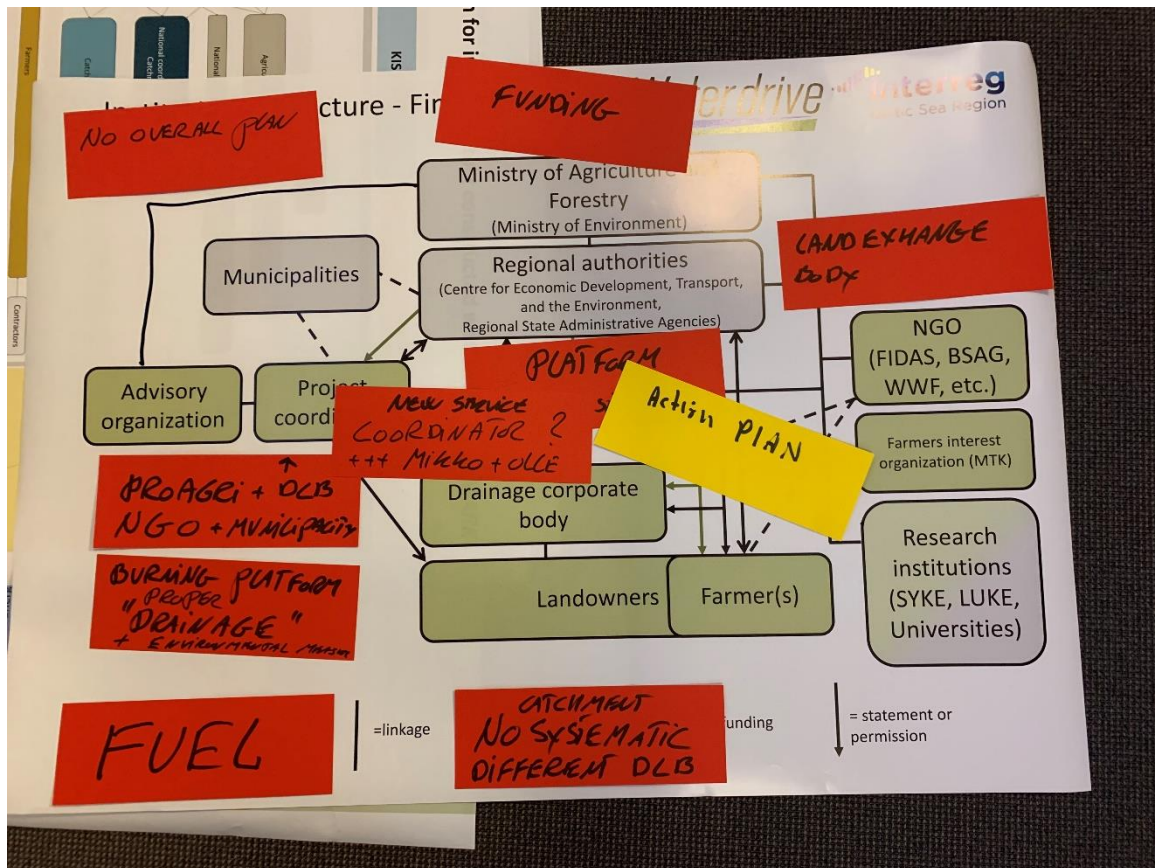


Figure 1 - The current institutional structure. Green boxes represent private organizations, while grey boxes represent the public sector (authorities). This chart only covers the “in-ditch” solutions, in line with a decision in Waterdrive WP3 (e.g. two-stage ditches, wetlands, sedimentation ponds, meandering, open ditches and subsurface drainage)



Discussed gaps in the current institutional structure in Finland.

The current structure (strengths and weaknesses)

The leadership/institutional structure (concerning "in-ditch" water protection solutions and drainage) in Finland mainly works well. However, there are always things that could be improved. The current situation is naturally a result of history. During the mid 20th century, water management was planned and partly implemented by the authorities, "Vesipiiri" (Regional Water Boards), who had resources and possibilities to do it comprehensively and systematically.

Since then, the planning and implementation has been largely privatized, water protection has grown in importance, and the need for drainage on agricultural areas has been less prioritized. The upkeep of drainage channels and some water protection measures lie on the landowners, who not always know that they are responsible. Even though you can get significant subsidies, drainage projects are executed randomly in places where farmer and landowners are being active. This has given rise to a worry, that the drainage systems are deteriorating, causing worse growing conditions for the agriculture, and through that also nutrient loading to the waterways.

Due to the privatization of the planning, as well as the diminished role of the authorities, there is a lack of leadership/management. The authorities today mainly have a supervisory and licensing role and only rarely take part in actual planning and implementation. Landowners are expected to handle the bureaucracy and project management that used to be done by competent officials, and because of this, projects are seen as arduous and complex. This again results in landowners

and farmers taking matters into their own hands, and carry out the upkeep themselves, with varying results. The “Project coordinator”-box in figure 1, which used to be filled by the authorities, is now randomly being filled by anyone with interest and funding (landowners, drainage corporate body representatives, water management planners, associations, municipality representatives, etc.).

Additionally, there is a clear separation between water management in different sectors. For example, water management on agricultural and forested areas is planned and carried out separately. Water protection (and fishery restoration) is included to some extent in both but is also implemented independently. A closer co-operation between sectors would bring many benefits. The planning and implementation could be carried out more comprehensively (holistically) and due to larger areas, water protection measures could be implemented in more suitable locations, which would increase their efficiency and functionality.

Who should take the leading role in renewing the water management planning and implementation? The government is unwilling to finance and “restore” the water boards or similar organizations. They aim to create a more active and greener water management through better facilitation (digitalization, lighter bureaucracy, material needed for planning, education and awareness).

Currently, water management planners (or drainage planner, in the box “Advisory organizations and consults”) plays an influential role in drainage projects concerning project coordination, implementation of water protection measures, and involving stakeholders, thus taking the role of project coordinator (see figure 1). The drainage corporate bodies also play a key role in agricultural areas, as they provide a legal framework for larger scale (multiple landowners) drainage channel restorations, where both water management and protection can be taken into account. However, they are restricted to the agricultural sector, and does not take into account other sectors on the same area.

Pilot projects, where larger scale (holistic) planning and implementation has been prioritized, have been carried out in Finland (Hardombäcken, Raasepori). The projects have been successful in many aspects, but they need strong coordination and funding in order to succeed. However, these are also random, individual, and separately funded projects. The coordination should not be part of individual projects but should be carried out systematically nationwide.

Gaps of the current structure in conclusion:

- Water management projects are being implemented randomly where landowners and farmers are being active
- Lack of systematic cross-sectoral project coordination on a regional scale

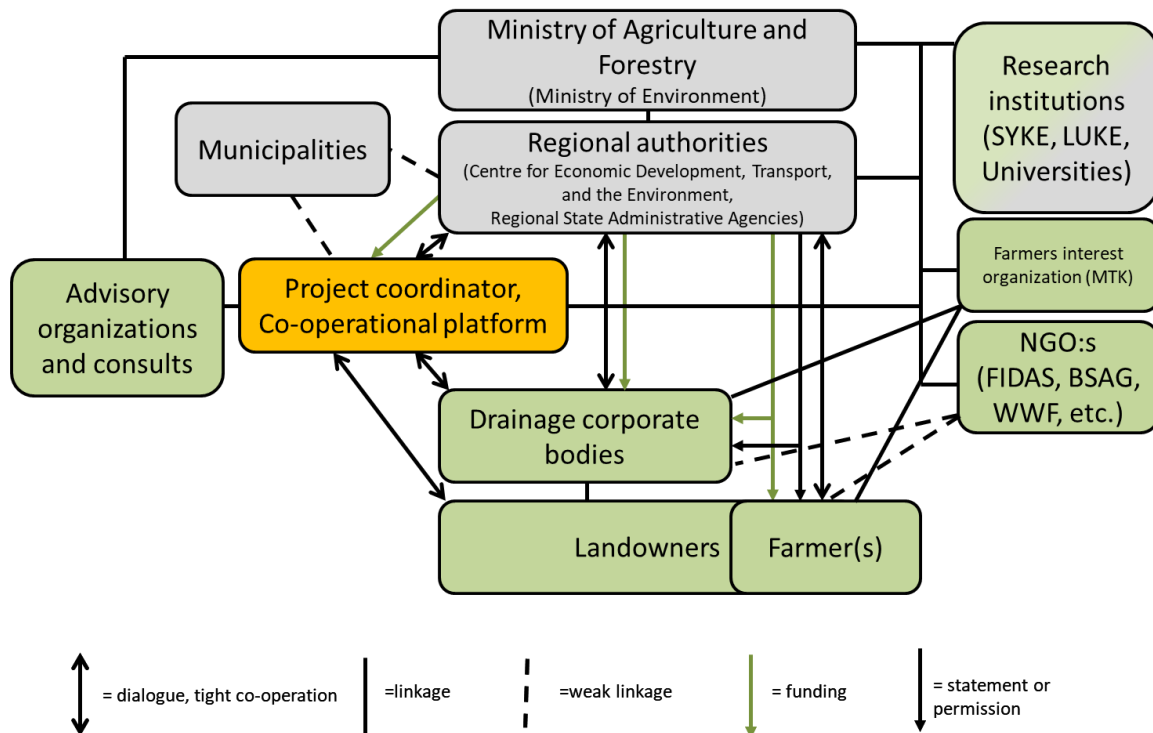


Figure 2 – The new, proposed, institutional structure in Finland, including a more clearly defined and systematic regional project coordinator and a co-operation platform for strengthening the dialogue.

The proposed new services to the Finnish institutional structure are the following (yellow box):

- Cross-sectoral project coordinator
- Co-operational platform

The aim of the proposed new services would be to fill the management vacuum left by the diminished role of the authorities in a way that would be including and thereby enable water management and protection to be implemented as holistically as possible.

The proposed new services would both be implemented at a regional level (approx. 15-20 coordinators in the whole country). The regional project coordinator would be the unifying factor and a key member of the regional co-operational platform, whose aim it would be to involve stakeholders in the area in question.

As the title already implies, the project coordinator would coordinate water management-related project on a regional scale, in such a way, that the interests of the regional stakeholders and the national goals would be met as objectively as possible. The coordinator would need to have a thorough understanding of the water-related issues, needs, characteristics, and possibilities of the whole region, and be able to meet the interests of different stakeholders, such as the agriculture, forestry, the environment, the municipalities and the industry. The coordinator would also act as a middleman between the stakeholders and the authorities, and assist in bureaucratic matters (funding, permits, investigations, etc.).

The co-operational platform would be a forum for the stakeholders of a certain region to discuss their issues and needs related to water management and water resources. The coordinator would play an important role in facilitating the platform. The aim of the platform would be to stimulate dialogue between stakeholders, allowing possible synergies concerning water management to be identified within the region.

A lot of details concerning the implementation of the new services would still need to be worked out and piloted. Many questions would need answers:

Who should fund the new services?

The new services would preferably at least partly be funded by the authorities in order to ensure a consistent service quality and activity in all parts of the country, also in areas where profitability would be lower. This would also ensure that the coordinator has unhindered and quick access to information and data needed to efficiently carry out the job: Geographical data (DEM, land-use, flood risk maps), hydrological data, old plans and documents, etc.

Who should be involved in the co-operational platform, and how could stakeholder commitment be ensured?

Preferably as many as possible. However, by including a large number of stakeholders the process is at risk of becoming too complex and slow. There would probably be an optimal amount of member through which the platform would still serve its purpose without becoming too cumbersome. The members of the platform would naturally also vary a lot depending on the region. The co-operational platform could for example include: The project coordinator, a representative (or multiple) for the landowners (including both agriculture and forestry), farmers union representatives (MTK), local water protection associations, regional authorities (unless the coordinator represents the authorities), industry, municipalities, Environmental Institute rep. (SYKE), etc. The stakeholder commitment would also need to be ensured. The aim of the co-operational network would be to function in a way that benefits all the participating members. However, conflicts of interest between members would unavoidably appear at some point. In these situations, it might be beneficial that the coordinator is a representative for the authorities, thus having the jurisdiction to settle the issues as objectively as possible.

The actions in Waterdrive:

In Waterdrive information from different water management projects in Finland, as well as influences from the other member countries, is gathered in order to understand the gaps in the national institutional structure. Improvements to the current institutional structure (the proposed new services) will be suggested, and hopefully also implemented, in the continued work with the upcoming National Strategy for Water Management in Agricultural and Forestry Areas (Ministry of agriculture and forestry).

Polish CASE AREA – drought as driver between all stakeholders.

By Janusz Dąbrowski & Kasia Ambryszewska CDR, Malgorzata Grodzicka & Maciej S. Kowalczyk, Phenohorizon



Janusz Dąbrowski , Malgorzata Grodzicka and Maciej S. Kowalczyk tell about the current institutional structure in Poland.





Discussion of the “set up” in Poland.

Leadership “Institutional structure” scale

Overall policy framework having crucial importance for delivery of the Waterdrive project objectives in Poland

Overall policy framework having crucial importance for delivery of the Waterdrive project objectives in Poland
--

National and EU policies in the following areas:
--

- | |
|--|
| <ul style="list-style-type: none"> a) Perceiving of water management in agriculture in wider policy context related to climate change and environment protection, b) Streamline water management in agriculture with leading EU policy – supporting innovations, including organizational innovations, c) Emphasize growing role of agricultural advisory services as a vehicle for effective policy delivery in agriculture and rural areas. |
|--|

National level

Review of roles from point of view of water management in agriculture relevant for the Waterdrive project in the pilot area

<p>Ministry of Agriculture and Rural Development</p> <ul style="list-style-type: none"> • Focused on agricultural aspects of water management (i.e. limit negative impact of agricultural activities for water quality), • Growing awareness of drought as one of main challenges for agricultural production 	<p>Ministerstwo Gospodarki Morskiej i Żeglugi Śródlądowej/ Ministry of Maritime Economy and Inland Navigation</p> <ul style="list-style-type: none"> • Overall responsibility for water management, including agricultural utilisation of water resources • Provide financial resources for maintenance and building of new facilities related to water.
<p>Centrum Doradztwa Rolniczego /Agricultural Advisory Centre</p> <ul style="list-style-type: none"> • Main training centre for agricultural advisors, • Responsible for working out training curricula, • Needs identification in view of future roles for agriculture advisory services, • Proposals for changes/amendments submitted to Ministry of Agricultural and Rural Development for approval and, subsequently implementation. 	<p>Polskie Wody/Polish Waters</p> <ul style="list-style-type: none"> • Overall management of water resources, including for agriculture purposes, • Management of investment programmes related to water management, • Polskie Wody operates through network of regional offices covering the whole area of Poland
<p>Regional Agricultural Advisory Services (16, one in each of Polish regions/voivodships)</p> <ul style="list-style-type: none"> • Delivery of direct advisory services for farming communities and rural inhabitants • Services are delivered on the basis of network of local offices covering the whole area of every region/voivodship. 	
<p>Sectoral research institutes operating within the framework of Ministry of Agriculture and Rural Development covering all important aspects of agriculture and farming practice. Many of them are directly involved in research focused on water management in agriculture, i.e. Institute of Soil Science and Plant Cultivation (ongoing research/reports on level of droughts in Poland).</p>	

Regional/local level

Review of roles from point of water management in agriculture relevant for the Waterdrive project in the pilot area

Local governments' actors	Other relevant actors
Regional local government (Marshall Office of Łódź Region) - key actor in terms of: <ul style="list-style-type: none"> • Providing institutional incentives for cooperation between all relevant actors at local level, • Potential source of funding activities considered at local level, 	Polskie Wody/Polish Waters regional office responsible for the Bzura river catchment,
Powiat/county level local government <ul style="list-style-type: none"> • Very limited role in planning activities at local powiat/county level, • Substantial potential role as facilitator of voluntary bottom-up activities involving all relevant actors at powiat/county level. 	Regional Agriculture Advisory Centre of the Łódź Region <ul style="list-style-type: none"> • Local advisor allocated to work for the Waterdrive project to test new type of agricultural advisory services
Gmina/community level local government <ul style="list-style-type: none"> • Limited role in planning activities at local powiat/county level – for the time being even these limited capacities are not fully utilised, • Substantial potential role as facilitator of voluntary bottom-up activities involving all relevant actors at gmina/community level. 	Spółki wodne/Water companies <ul style="list-style-type: none"> • Legal bodies consisting of landowners, both farmers and legal bodies, operating along river line, • Spółki wodne are established and monitored in terms of operating within binding legal regulations by head of powiat/county office – starosta.

The GAP's in the "Institutional structure"

Fragmentation of competencies between all involved actors at national level leading to lack of clear strategic policies relating to water management in agriculture. Each actor at national level is focused on area under specific sectoral terms of references (i.e. implementing regulations concerning farming activities). This approach is not fully meeting requirements for more holistic approach covering all key issues regarding water management in agriculture, including challenge of impact of climate change on agriculture activities.

This institutional gap seems to indicate wider issue – cognitive gap. In the nutshell the existing conceptual frameworks in polices area are not mirroring scale of challenges (not only in agriculture) for water management relating to contradicting incentives – long terms problems connected with climate change/environment production versus socially relevant interests of various stakeholders (farmers, businesses, part of rural population forced to limiting farming production activities due to i.e. environment protection).

This cognitive gap is reflected at level of mode of operations of agricultural advisors – their inabilities to provide farmers with advise how to reach economically viable solution aimed at limiting negative impact of farmers' activities on, inter alia, climate change and ensuring long term economical survival/operation of farm as a business unit.

Lack of sufficient public support/grant for investments aimed at water related activities. Although it shall be emphasized that since the inception of the Waterdrive project delivery new sources has been available.

New services to fill in the GAP's

To develop and test in pilot area new type of agricultural advisory service based on the following assumptions:

- a) To take as a starting point existing skills of agricultural advisors,*
- b) To move forward their skills/knowledge to provide advice taking into account new topics related to i.e. more effective ways of water retention, more effective utilisation of existing drainage system etc.,*
- c) To develop proper training materials for agricultural advisors,*
- d) To embed new type of advisory service in existing institutional framework in Poland in terms of all type cooperation, common activities with all relevant actors (i.e. Polskie Wody, local governments, water companies). One of the larger risk in case of new type of services is to locate them in institutional and social emptiness limited to one sector – agricultural.*

The actions in Waterdrive

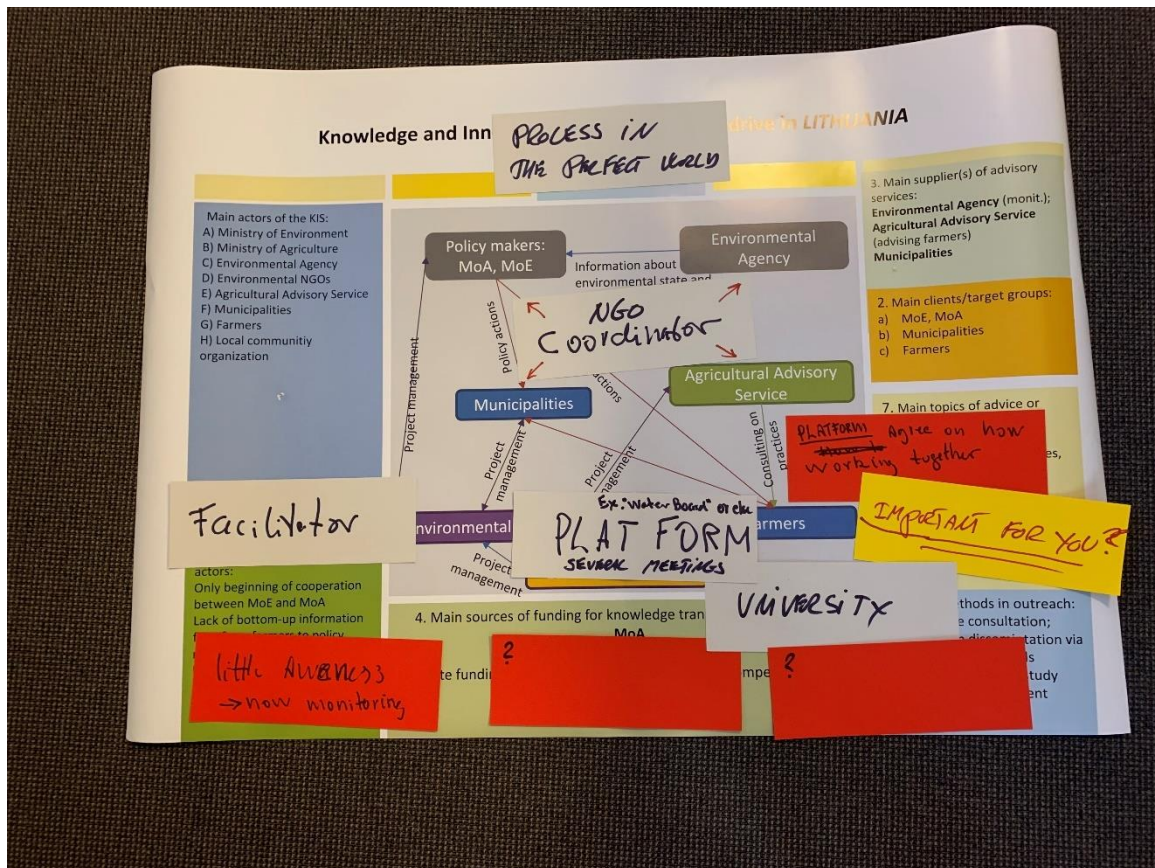
- 1. Due to limited financial and human resources, relatively short period of the Waterdrive project delivery decision was taken to not take action at national and regional level.*
- 2. Main focus of the Waterdrive is case area – Kutno powiat.county.*
- 3. Main instrument as driving force for the whole process at local/case area is new type of agricultural advisory services.*
- 4. Platform – case area as focal point fort communication and facilitating activities involving all relevant actors (farmers, local planners) leading to some join action/s.*
- 5. As a result of testing of new type of advisory services CDR will design framework training programme concerning this type of service to be submitted to Ministry of Agriculture and Rural Development as proposal for new curriculum at national level.*
- 6. Topics for new type of agricultural advisory services will focus on main challenge in case area – drought.*

Lithuanian CASE AREA – The Baltic Environmental Forum Lithuania. NGO's as process responsible.

By Audronė Alijošiuė and Elvyra Miksyte, Baltic Environmental Forum Lithuania



Audronė Alijošiuė and Elvyra Miksyte tell about the current institutional structure in Poland.



Discussed gaps in the current institutional structure in Lithuania

Leadership “Institutional structure” scale

The key actors related to water management in Lithuanian case area are as follows:

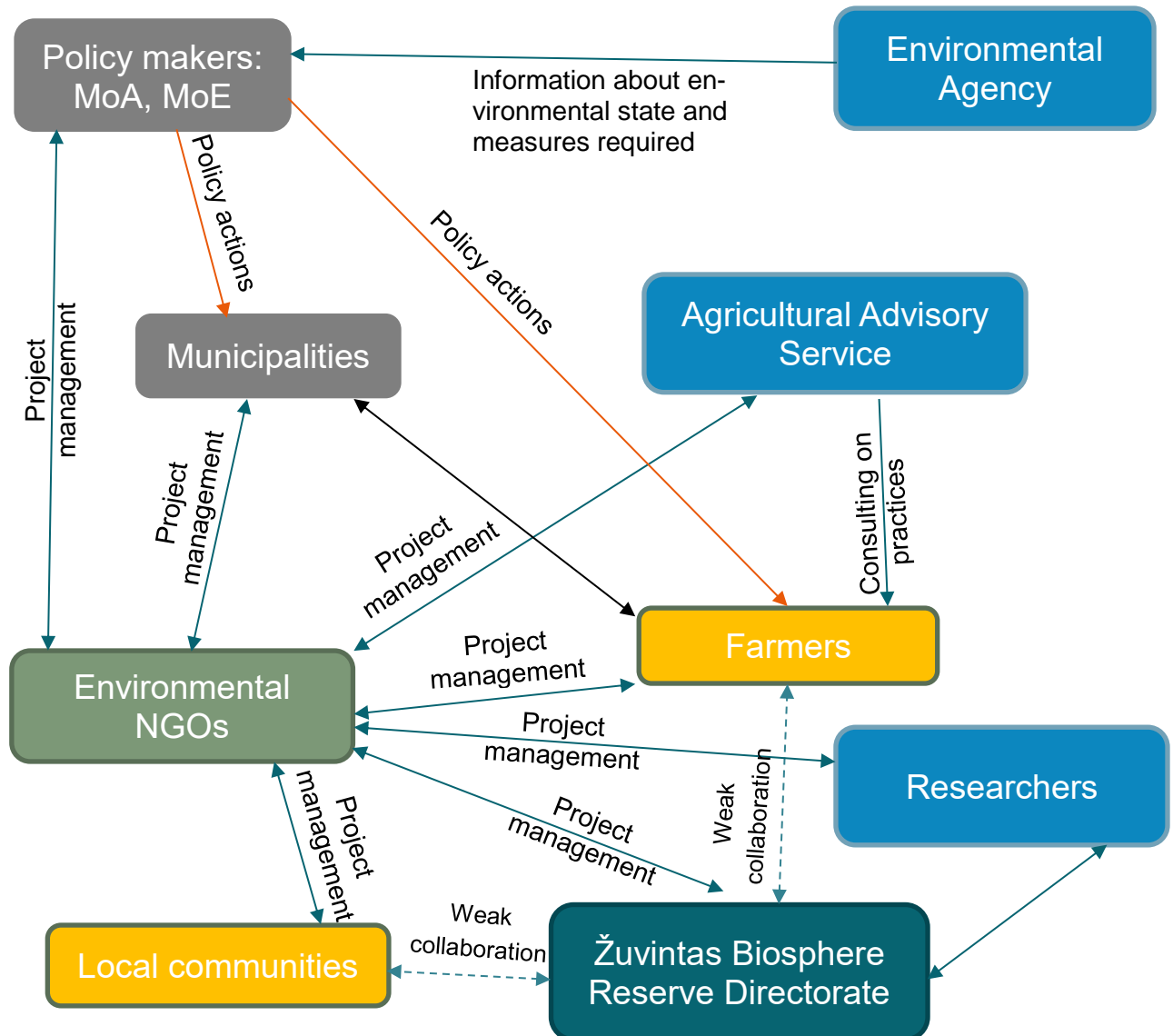
1. Ministry of Environment (MoE)
2. Ministry of Agriculture (MoA)
3. Environmental Agency
4. Environmental NGOs
5. Agricultural Advisory Service
6. Municipalities
7. Farmers
8. Local community organizations
9. Žuvintas Biosphere Reserve Directorate
10. Researchers

The Environmental Agency is responsible for national environmental monitoring and gathering of environmental data. They communicate the data and recommendations to the policy makers. The policy makers (MoE, MoA) are the ones responsible of shaping and implementing water management policy and measures. These policy measures are then implemented and usually are transferred as requirements or funding to farmers and municipalities.

The environmental NGOs usually raise water quality management related questions, facilitate dialogue with stakeholders (including local communities and policy makers) and implement water pollution reduction measures within the scope of specific projects. The result, however, these efforts usually end after the project and seldom have a long-term result.

The Agricultural Advisory Service usually consults farmers on farming practices, technology, and financial management. They do not provide environmental education on water related issues nor they actively support sustainable and innovative measure implementation. They mostly consult on subsidies and legal requirements and economically rational practices such as precision farming, which indirectly result in environmental benefits.

The actors discussed, do not cooperate extensively on water management issues; however, the policy makers just recently started the dialogue on the measures for water pollution reduction. Currently, there is a lack of bottom-up information flow from farmers to policy makers as most of the policy decisions are being made top-down.



The GAP's in the "Institutional structure"

One of the gaps is that there is no active local water management related knowledge supplier, i.e

The GAP's in the "Institutional structure"

One of the gaps is that there is no active local water management related knowledge supplier, i.e. none of the actors work towards the collection of water quality related data and issues on the local level nor work towards addressing them. The NGOs that are involved usually raise these questions within the scope of their projects and the result does seldom translate into long-term solutions. Additionally, there is a slow transfer between research and practice and even the research has provided many possible solutions for the water management issues, they do not translate into action and as mentioned before there are no active stakeholders trying to realise these solutions.

New services to fill in the GAP's

There is a need for actors who would:

- Raise water management questions and implement solutions
- Have and apply ecosystem knowledge and ecosystem thinking
- Collect data and knowledge on local environmental impacts and solutions
- Show local leadership in implementing water pollution reduction measures
- Be able to involve relevant stakeholders and foster their cooperation

In the ideal situation, for the Dovine catchment and Žuvintas Biosphere reserve, Žuvintas Biosphere Reserve Directorate would be an actor engaging local communities, academia, municipalities, environmental NGOs and businesses into water quality management, collecting water quality data, identifying sources of pollution, finding solutions and empowering the actors to implement them.

This should result in regular stakeholder meetings and dialogue with ministries to support the decision making which would result in policies empowering actors to implement water pollution reducing measures. The actors would also clearly divide roles and responsibilities and arrive at procedural consensus in water quality monitoring and management in Dovine catchment. Žuvintas Biosphere Reserve Directorate would take the leadership and facilitation of such actor platform.

But in reality, such strong leadership and facilitation role will hardly be taken on by the directorate due to different priorities, low resource capacity and low engagement with local community.

The actions in Waterdrive?

Since the facilitation of such stakeholder platform by the directorate is hardly possible, the role could be temporarily filled by an environmental NGO, in this case Baltic Environmental Forum (BEF). Since currently there is very little awareness about the water quality situation in the reserve, BEF starts by collecting the data and carrying out monitoring to shed the light on environmental impact of surrounding farming activities. Also, BEF will be facilitating focus groups and acting as an intermediary for the dialogue between farmers and policy makers. The effort will be made to find a way to prolong the existence of established platform and other actors taking the role of its facilitation.

Danish CASE AREA – constructed wetlands, catchment officers and SEGES as process responsible.

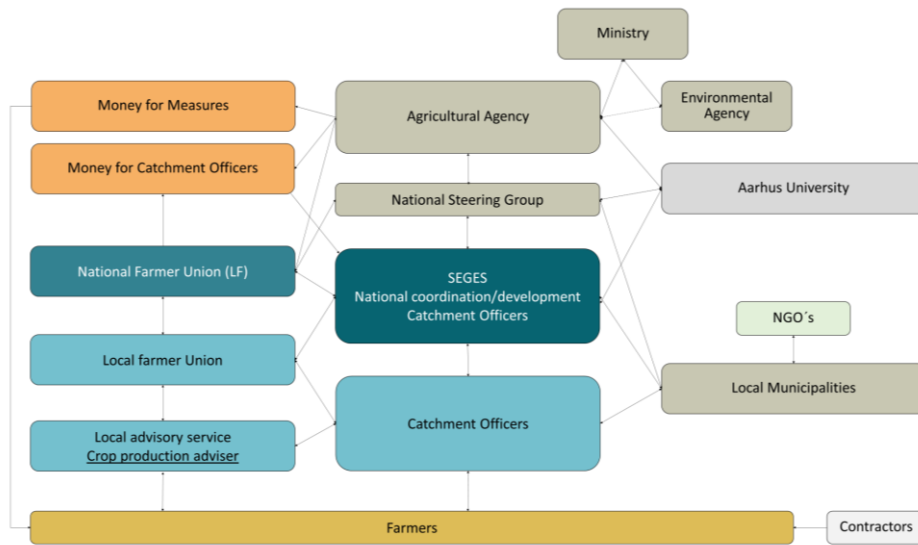
By Flemming Gertz & Frank Bondgaard SEGES



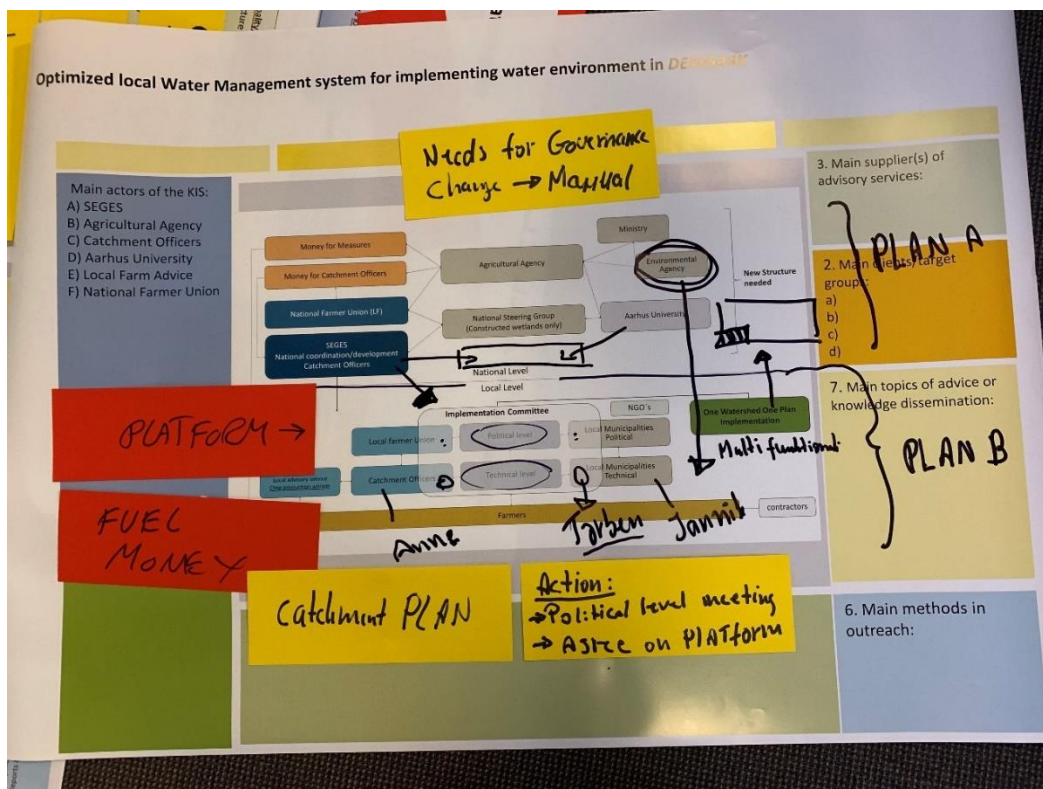
Flemming Gertz tell about the current institutional structure in Denmark.

Leadership “Institutional structure” scale

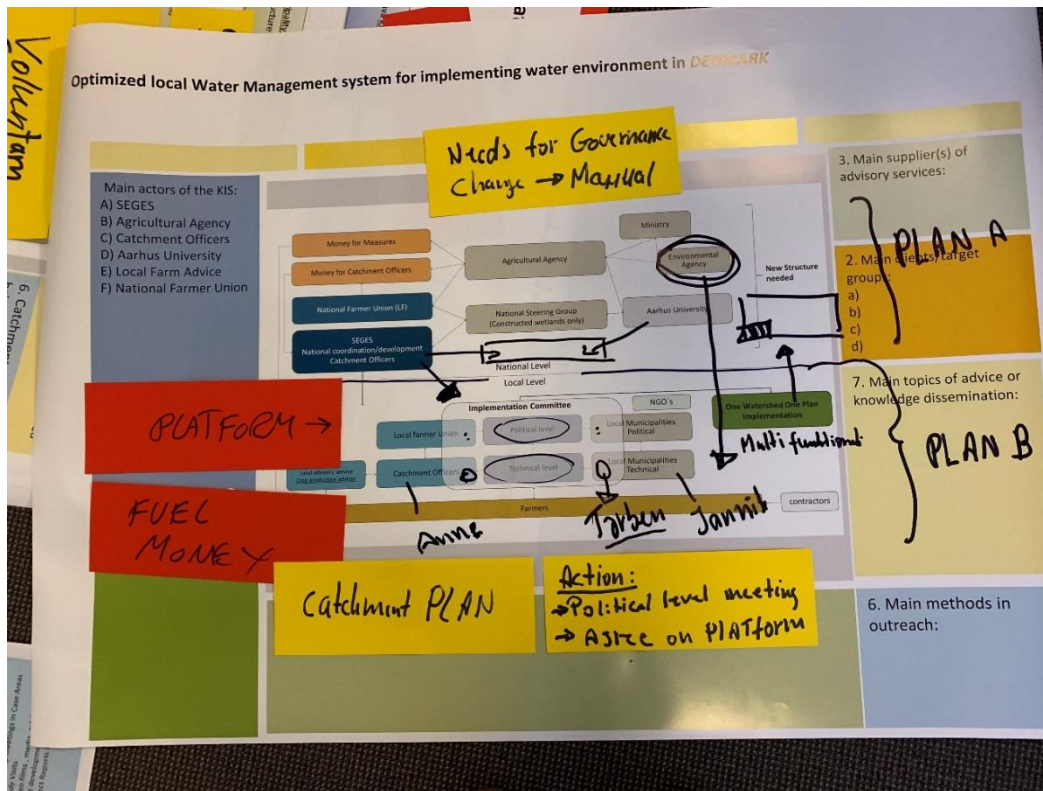
The Institutional structure is done by flowcharts for implementation of constructed wetlands in Denmark. The implementation of 1.000-2.000 constructed wetlands the next years need a clear structure for all participants. There are still ongoing changes to make it successful.



Leadership in current “institutional structure” in Denmark. Implementation of constructed wetlands



Comments to the current institutional structure in Denmark



Discussed gaps in Denmark.

Fill in the GAP's and new services

At the meeting in Copenhagen it became quite clear that we are missing a new structure in Denmark. It is important to establish platforms that constantly ensure progress when establishing environmental measures. "Top down" and "bottom" up have to be much better connected.

The program with catchment officers is coordinated from SEGES, but a steering committee manages the total project and a monitoring group at high level ensure progress. The structure shall secure communication and progress between leaders at all levels.

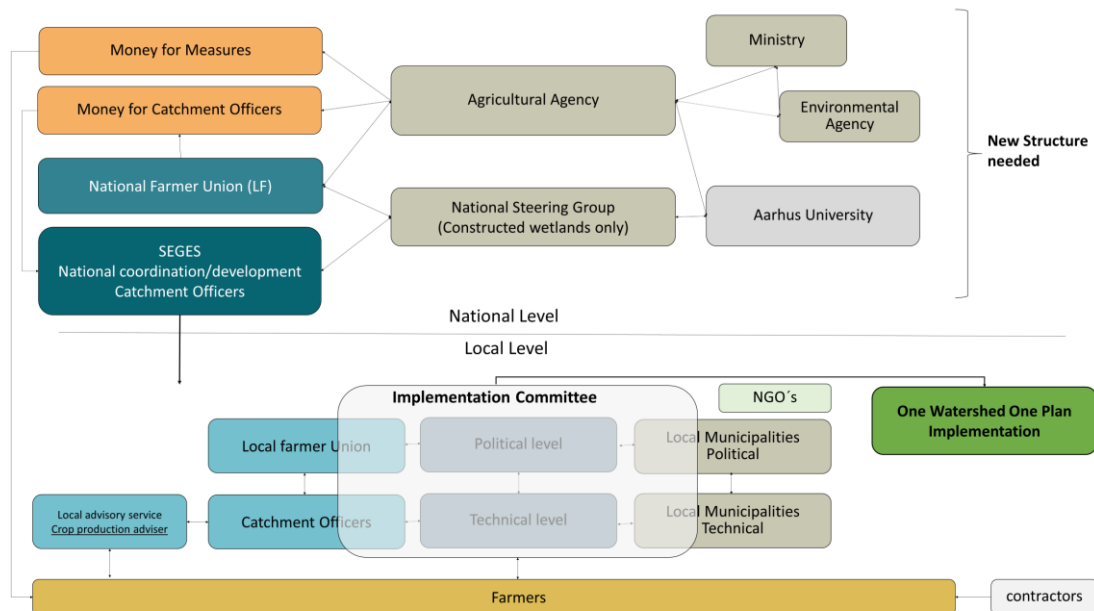
Steering committee	Monitoring group
3 directors from the advisory service (DLBR) Managers Directors at SEGES Project secretariat (SEGES)	The national association of municipalities Danish Agriculture & Food Council Environmental Protection Agency The Danish Agricultural Agency Aarhus University SEGES

New services with catchment officers in Denmark fill in some of the gaps, but the platforms are missing when we are talking other environmental measures. It may be necessary to establish several different platforms depending of the specific targets.

The actions in Waterdrive?

Waterdrive explores in Denmark how to support a local “bottom up” through involvement of land-owners, farmers union, the advisory service and the municipalities in 2 ID 15 catchments (ID 15 = 1.500 hectare)

In the figure you see a new optimized structure after the meeting in Copenhagen. A solution could be to work with a local “Implementation committee” on a technical level and a political level to find solutions together and ensure progress.



New optimized structure by Flemming Gertz, SEGES

Participants

Uwe Rammert	Landesamt für Landwirtschaft für Landwirtschaft
Franziska Kruse	Landesamt für Landwirtschaft
Gun Lindberg	Västerviks Kommun
Magnus Ljung	Swedish University of Agricultural Sciences
Malgorzata Grodzicka	Pheno Horizon
Maciej S. Kowalczyk	Pheno Horizon
Olle Häggblom	Finnish Field Drainage Association
Audronė Alijošiuė	Baltic Environmental Forum Lithuania
Elvyra Miksyte	Baltic Environmental Forum Lithuania
Matilda Valman	South Baltic Water District Authority
Kristīne Beitāne	Jelgavas novada pašvaldība
Ingars Rozītis	Jelgavas novada pašvaldība
Staffan Lund	Swedish University of Agricultural Sciences
Katarina Kyllmar	Swedish University of Agricultural Sciences
Flemming Gertz	SEGES
Janusz Dąbrowski	CDR
Frank Bondgaard	SEGES

AGENDA

WP2 meeting in Copenhagen Wednesday 30.-31. October 2019

Venue: Axelborg, Axeltorv 3 - 1609 København V

9.00 o'clock Wednesday 30. October – 15.00 o'clock Thursday 31. October

Agenda Wednesday 30. October

At this meeting we will focus on the processes and work needed to deliver 1) A leadership Manual, 2) A Participatory toolbox, 3) A catalogue, new services

From the application there are some directions we have follow:

1. A Leadership manual

The "*leadership manual*" will have to cover "*external and internal leadership preconditions*" and "*methods and tools applicable*", and "*approaches for action*".

2. A Participatory toolbox

With "*focus in the sociological context*" will "*help to identify joint objectives, facilitate cooperation and prepare action- and investment plans*". "*First ABC handbook for cross-sector local implementation in the region*"

3. A catalogue of ideas and experiences concerning **New services** for water management

"*Can both comprise new positions like the catchment officers and/or new services in terms of education and training materials*"

Please be aware that our key focus of measures will be wetlands, streams, drain-solution etc. and not "on field" agriculture practice's. (Decision in wp3)

Program 30th October 2019

Preparation before workshop

1. Leadership “Institutional structure” scale

Please prepare and describe the local cooperation structure in your country before we meet in Copenhagen (see the attached examples from Mathilda and Flemming). You will have to include the institutions and authorities that are important for implementation of measures and specific persons like catchment officers or advisors playing a key role. We will together discuss the strength and weakness in existing structure and possible improvements in each country. Maximum 3 Power Points slides from each country.

Important: Deliver the structure no later that morning 28th October (to Frank Bondgaard / FBO@seges.dk) and Frank will print a poster in 1,0 *1,5 meter to the meeting. This so we can work with cards and poster on the wall.

2. Leadership “personal skills/approaches” scale

Please send forward material to Frank (FBO@seges.dk) before meeting. Experiences from other projects, manuals already made etc.

9:00- 9.30 Coffee and introduction to the two days. *By Flemming Gertz*

9.30-12.00 Leadership. *Facilitator Magnus Ljung*

Presentation of pilot structures. Output – understanding of current structures.

10.00-10.30 Swedish CASE AREA - Västervik Municipality / *Magnus/Matilda/Gun*

10.30-11.00 Latvian CASE AREA - Jelgava Rural Municipality / *Ingars/ Kristīne*

11.00-11.30 Finnish CASE AREA - Finnish Field Drainage Association / *Olle/Mikko*

11:30-12.00 Polish CASE AREA - *Janusz/Malgorzata/ Maciek*

12.00-12.45 Lunch

12.45 – 14.00 Continue Leadership

12.45-13.15 Lithuanian CASE AREA - The Baltic Environmental Forum Lithuania / *Elvyra/Justas/Audrone*

13.15-13.45 Danish CASE AREA – SEGES / Flemming/Frank

1. Discussion of the first step to a half leadership manual tailored to individual countries.
2. Who are responsible in the case areas and deliver to Magnus?
3. Deadlines?

14.00 – 17.00 Participatory toolbox to support changes? *Facilitators Uwe Rammert & Franziska Kruse*

1. Most important inputs from Vilnius and ideas of the main lines in the Participatory toolbox
2. One example of the content in the toolbox.
3. Discussions of the first deliveries to the toolbox. Deadlines and who are responsible?

Program 31th October 2019

9.00 – 15.00 New services. *Facilitator Flemming Gertz*

Please consider and if possible describe needed new services in your country (needs for better leadership) before we meet in Copenhagen. Established, current or wished new service structures that can support cross-sector local participation at local level in your own country. Can be based on what needed to be implemented in the Waterdrive case areas. Maximum 5 Power Point slides from each country.

Headlines: The focus are on catchment officers (and/or new services in terms of education and training materials). Try to describe very short their different tasks, how they are funded, where are they employed and in which organization. How do they get their mandate to work in the catchment? How to ensure trust and continuity? cooperation structure in the future.

Continue working with pilot regarding New services. Output – optimized current structures.

09.30-10.00 Swedish CASE AREA - Västervik Municipality / *Magnus/Matilda/Gun*

10.00-10.30 Latvian CASE AREA - Jelgava Rural Municipality / *Ingars/ Kristine*

10.30-11.00 Finnish CASE AREA - Finnish Field Drainage Association / *Olle/Mikko*

11:00-11.30 Polish CASE AREA - *Janusz/Malgorzata/ Maciek*

11.30-12.15 Lunch

12.15 – 14.00 Continue New Services

12.15-12.45 Lithuanian CASE AREA - The Baltic Environmental Forum Lithuania / *Elvyra/Justas/Audrone*

12.45-13.15 Danish CASE AREA – SEGES / *Flemming/Frank*

1. Descriptions of New Services in each country. Targets, skills and capacity building ect.
2. Deadlines and who are responsible?

14.00-15.00 Ending workshop

Decisions on further work

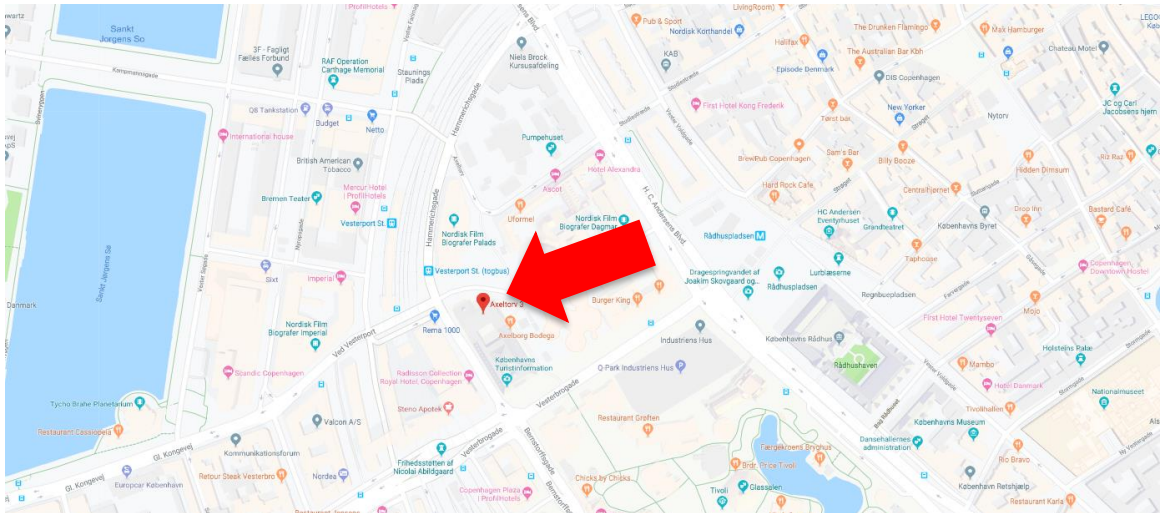
15.00 end of workshop

Hotels

You must order the hotel by yourself I Copenhagen. Suggestions nearby Axelborg: [“Wakeup Copenhagen”](#) is a low price but ok concept.

Venue: Axelborg, Axeltorv 3 - 1609 København V

<https://map.krak.dk/m/Z2Eft>



Entrance at the red arrow

