

## ACTION PLAN

### Part I – General information

**Project:** Delta Lady, Floating cultures in River Deltas

**Partner organisation:** Province of Fryslân

Other partner organisations involved (if relevant): no

**Country:** The Netherlands

**NUTS2 region:** Friesland (NL)

**Contact person:** Albert Ruiter

**Email address:** [a.ruiter@fryslan.frl](mailto:a.ruiter@fryslan.frl)

**Phone number:** +31 6 55368994

Delta regions in Europe are rich in biodiversity but poor financially. They are often located on a periphery of economic activities and are low economic performers in Europe. Many large rivers in Europe have nature reserves in river deltas that accommodate wonderful biodiversity but often lack wealth. Regional capabilities, which developed there over time, for agriculture, transport and manufacturing lost their value in the present knowledge-based economies.

The **Delta Lady** project focused on these river deltas in Europe and their potential to develop innovative activities to utilise local natural and cultural heritage. The aim of the project is to improve the implementation of regional policy instruments that enhance the capacities for using ecosystem services in river deltas to strengthen regional economy.

Six delta regions participate in the project: the Rhine delta (NL), Danube delta (RO), Camargue delta (FR), Albufera delta (ES), Po delta (IT) and River Blackwater delta (IE). 9 partners from these 6 countries present a mix of regional and local public authorities, education and research institutes:

1. University of Twente (NL)
2. Province of Fryslân (NL)
3. The Regional Natural Park of Camargue (FR)
4. Danube Delta National Institute for Research and Development (RO)
5. ART-ER Emilia Romagna (IT)
6. Po Delta Park (IT)
7. Chamber of Commerce, Industry, Services and Shipping of the Valencia Region (ES)
8. Cork County Council (IE)
9. University College Cork (IE)

The project will result in the improved implementation of the regional policy instruments leading to the improved use of deltas' ecosystem services for regional economic development.

From 2018 until 2021 these partners worked together intensively to exchange knowledge, identify good practices and increase their regional capacities for using ecosystem services in their deltas. Each region mobilised a regional stakeholder group to participate in the policy learning process and in the implementation of follow-up actions.

This interregional learning accumulates in action plans for policy improvement for delta region. This document presents the action plan for the region of Fryslân.

## Part II – Policy context

---

### The policy instruments

At the start of the **Delta Lady** project in 2018, the province of Fryslân set out to improve the implementation of the **Noordelijke Innovatie Agenda 2014-2020 (OP Noord)**. This is the investment for Growth and Jobs programme for the Northern Netherlands.

Together with the regional stakeholders, the province aimed to improve the OP Noord 2014-2020 by:

1. Defining new and innovative projects that use ecosystem services of the delta for economic development, especially the ones that focus on new business models and ecosystem services targeting natural and cultural heritage.
2. Improving the governance of OP Noord by introducing new methods for evaluating policy actions and implementation of the addressed policy instrument to include appreciation for ecosystem services.
3. Adjusting OP Noord in a way that it also covers ecosystem services and their potential for innovation and economic development.

These policy improvements should lead to an improved understanding of our delta as a social and ecological system and, thus, contribute to long-term sustainable development of the region.

During 2020 we realised that it will be difficult to still make meaningful improvements in the Noordelijke Innovatie Agenda 2014-2020 (OP Noord). Most of the funds in this programme have been allocated and the implementation period of OP Noord is coming to an end soon.

By this time, the actors involved in the OP Noord had turned their attention to the 2021-2027 programming period and the preparation of the new Regional Innovation Strategy for Smart Specialisation 2021-2027 (RIS3) as the basis for the OP Noord successor programme. We recognised the development of this new policy instrument as an opportunity to reach our Delta Lady goals and decided to target the improvement of this new RIS3. By getting involved in an early stage of its development, we could make a significant impact on the policy. It gives us an opportunity to introduce a specific focus on the ecosystem services of deltas and their potential from the start.

### Regional Innovation Strategy for Smart Specialisation 2021-2027

The Regional Innovation Strategy for Smart Specialisation RIS3 North Netherlands 2021-2027 is currently (June 2021) in the final stages of the approval process. The RIS covers the 3 northern provinces of The Netherlands: Fryslân, Groningen and Drenthe.

The strategy is based on the approach of mission-oriented innovation policy. This concept refers to an innovation strategy based on an integrated response to major socio-economic challenges, rather than mere sectoral innovation interests. The introduction of this concept in the RIS3 was largely accelerated by the work of the Interreg Europe project Islands of Innovation<sup>1</sup>.

This approach requires a major shift in the design and implementation of innovation policy. The regional RIS3 partners agreed to enter that experiment during the implementation of RIS3. The mission defined for the RIS3 is:

*Specialisation through transition: a circular, happy and inclusive North Netherlands.*

This mission shifts the focus from 'growth for the sake of growth' to the creation of broad prosperity, with attention to welfare, health, inclusiveness, and social value creation. Economic, natural, and socio-

---

<sup>1</sup> Interreg Europe project (call2), lead by the Province of Fryslân ([www.interregeurope.eu/islandsinnovation/](http://www.interregeurope.eu/islandsinnovation/))  
e72fd2853852cee0f4cd664db318406f02b676454d4e9681df2bd1c3b9106784

cultural qualities must reinforce each other, and everyone should be able to participate. In doing so, the RIS3 embraces the 17 UN Sustainable Development Goals (SDGs).

## The regional context

Fryslân is a part of the Northern delta arm of the Rhine River. The province is part of the economic periphery of the Netherlands, with low economic performance compared to other regions. Unemployment is relatively high and there is a trend of young people leaving the region. This puts pressure on the knowledge base and leads to an ageing population.

As a delta region, Fryslân has unique natural and cultural resources of local, regional and national significance. The region possesses a distinct natural and cultural heritage. A large part of the province is recognised as Natura 2000 area and the coastal wetlands of the Wadden Sea are UNESCO world heritage. The region is home to a large number of species, plants and wildlife on water and land. It hosts communities, provides recreational destinations, and thus offers opportunities for jobs and potential to contribute to the economic development of the region.

The main regional strengths in terms of sectoral economic development, also identified in the RIS3 2021-2027, are in areas such as agri-food, circular economy, water technology, digitalisation, chemistry, healthcare and energy. Companies in the maritime industry, tourism & recreation and the creative industry also play an important role.

With Delta Lady we aimed to further stimulate and foster the development potential of our region by building on the synergies between these existing economic drivers and the valuable natural qualities and regional characteristics – in line with the concept of broad prosperity introduced by the RIS. Our intention was and still is to stimulate initiatives that address the development of ecosystem services that are typical to this delta region and combine them with new technologies.

The interregional learning process gave the province of Fryslân and regional Delta Lady stakeholders insight in the best practices of the partners in other EU regions. Based on the lessons learnt we have defined three actions. With the implementation of these actions, we will enhance the focus of the RIS3 2021-2027 on the delta's ecosystem services and their potential and subsequently improve the development of the economy in the region.



Figure 1 Cover page of the RIS3 North Netherlands 2021 – 2027.

The North Netherlands region is situated in the centre of this satellite image. Located between major estuaries and wetlands and protected by the line of Wadden Sea islands, the delta geography of the region is clearly visible from space.

Source: RIS 3 North Netherlands 2021-2027 ([link](#))

## Part III – Details of the actions envisaged

### ACTION 1: Strengths of the Blue Delta: introducing ecosystem services in the RIS3 2021-2027

The Regional Innovation Strategy for Smart Specialisation RIS3 2021-2027 is the mission-oriented innovation strategy for the northern region of The Netherlands. As described in part II, the overall mission of the strategy is to achieve *'specialisation through transition, leading to a circular, happy and inclusive North Netherlands'*.

This overall mission is captured by the concept *broad prosperity* ('brede welvaart' in Dutch). This implies that true prosperity is only created when economic development goes hand-in-hand with better welfare, health, inclusiveness, natural and socio-cultural qualities. The UN Sustainable Development Goals (SDGs) are an important reference for this approach.

The overall mission of broad prosperity is broken down into several 'transition tasks'; sub-missions that all contribute to broad prosperity. Together, these form the strategic vision for regional development of the RIS3 (the 'macro' level). This vision will be supported by appropriate tools and organisational arrangements (the 'meso' level), to allow the successful implementation of ideas, projects and programmes (the 'micro' level). This governance strategy of the RIS3 is presented in figure 2.

With this Action 1 we targeted the strategic 'macro' level of the RIS3. The mission-oriented focus on broad prosperity offers an opportunity to realise one of our original goals in Delta Lady, which is to *"adjust [the policy instrument] in a way that it also covers ecosystem services and their potential for innovation and economic development"*.

#### 1. 1. Relevance to the project

While this action was already part of the original ambition of Fryslân to introduce elements of ecosystem services thinking in regional development policy, it also took inspiration from the practices and ideas offered by the other partners.

In particular, this action was inspired by the experience of the Irish partner Cork County Council. At the policy learning meeting in Comacchio (September 17-18, 2019) they presented their effort for the *"Inclusion of the objective of ecosystem services in the Regional Spatial and Economic Strategy"*

Our partner Cork County Council explained how they dealt with several obstacles that prevented the recognition of ecosystem services in regional economic policy. Initially there was very little political buy-in of the ecosystem services concept. There was also a lack of policy guidance on ecosystem services at national, regional & local levels and there was very little support for ecosystem services by local authorities in Ireland. The approach taken by Cork County was to build capacity and understanding of ecosystem services and to make a link to universities and the community to share learning and raise awareness of ecosystem services benefits among related groups/bodies and develop regional policy to influence local policy. This effort resulted in the inclusion of the ecosystem services objective in Regional Spatial & Economic Strategy for the Southern Region of Ireland (which was adopted in January 2020).

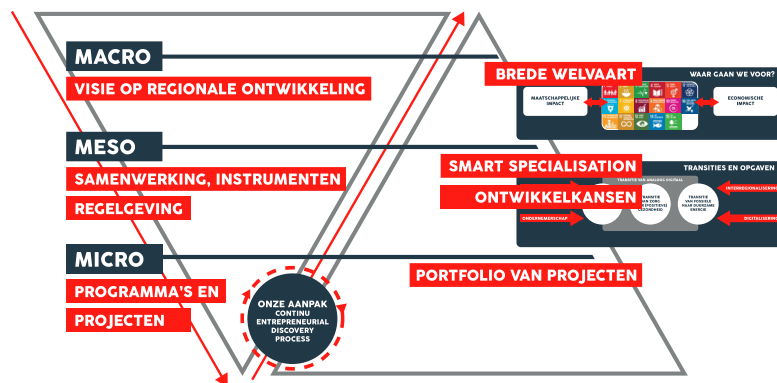


Figure 2. Multi-level governance strategy of the RIS3  
Source: RIS 3 North Netherlands 2021-2027 ([link](#))

The example of the Irish experience inspired us to include the Blue Delta and its objectives of ESS in the RIS3.

## 1.2. Nature of the action

The province of Fryslân was one of the key actors in the preparation process of the RIS3 together with the other regional authorities and stakeholders.

In the development process of the RIS3, the contributions of the Province of Fryslân were grounded in the notion that our region is part of a delta which has special characteristics and qualities: ecosystem services which can be used for innovation and sustainable economic development.

This approach landed in the content of the RIS3 strategy in different ways. In general terms, the RIS3 strategy describes the North Netherlands region as the “Blue Delta” in a reference to its strong dependence on and vulnerability for the water that surrounds it.

At the operational level we introduced in the RIS3 3 specific areas where eco-system services can make the most relevant contribution to the mission of *broad prosperity and a circular, happy and inclusive North Netherlands*. The following references are included in the RIS3:

- transition to a circular economy: the large-scale application of natural materials (reeds), crops (hemp, elephant grass) and agricultural residuals in bio-composites and other bio-based construction materials.
- water: closing the water cycle and providing clean and safe (drinking) water are essential for climate adaptation, the agri-food sector and for energy-generation from water.
- spatial and natural quality, the availability of space and the favourable location by the Wadden Sea are recognised as assets that contribute to broad prosperity of the region.

Through our contributions in the preparatory working groups of the RIS 3 and through bilateral contacts with the other regional stakeholders and the managing authority of the regional ERDF programme, these notions we introduced in the RIS3. This action resulted in an improvement of the policy instrument RIS3 North Netherlands 2021-2027 of the type: “structural change of the policy instrument”.

With the introduction of the ecosystem services approach in the RIS3, this action is completed. In the coming years, it will of course be crucial to monitor how these concepts are implemented in practice. The implementation of the RIS3 will primarily take place through projects funded by the ERDF North-Netherlands Operational Programme 2021-2027 (OP Noord). The start of this programme is anticipated in early 2022.

During phase 2 of Delta Lady, we will monitor how projects developed and approved in the new OP Noord integrate ecosystem services concepts. The province can monitor this in our role in the project development infrastructure and management bodies of the OP Noord: the province works closely with the secretariat of the Managing Authority to support projects-in-development and is member of the Monitoring Committee. After each call for projects, we will assess how the approved projects embed ecosystem services.

The other two actions in this action plan will provide additional information about projects and initiatives that are being developed in the region and how those deal with ecosystem services.

## 1.3. Stakeholders involved

The RIS3 was created under the coordination of the Samenwerkingsverband Noord Nederland (SNN – North Netherlands cooperation agency), which is the managing authority of the regional ERDF programme and was also involved in Delta Lady as stakeholder.

The RIS3 was developed in a collaborative process involving all actors of the 4-helix in the north of the Netherlands: governments, education & research, business and the community. This including the province of Fryslân and several Delta Lady stakeholders.

#### **1.4. Timeframe**

The implementation of this action took place in parallel phase 1 of Delta Lady. The RIS3 was developed in 2019/2020. The final version of the RIS was formally approved mid-2020 by the 3 Northern Netherlands provinces (Fryslân, Groningen, Drenthe) as governing members of the regional Managing Authority SNN (North Netherlands Cooperation Agency).

The implementation of the RIS3 will primarily take place through the ERDF North Netherlands Operational Programme 2021-2027. This programme is currently ready and awaiting formal approval by the European Commission in early 2022.

#### **1.5. Costs and Funding sources**

Resources for this action were only the personnel involved from the province of Fryslân (and the other stakeholders) in the preparation of the new RIS3 2021-2027. This did not require a dedicated budget nor funding.

## ACTION 2: Web app for Policy-Enhanced Sustainable Cost Benefit Analysis

---

This action is dedicated to developing and testing a web-based and easy-to-use application that enables regional policy makers and project owners to assess the impact of their projects and policy initiatives on the policy frameworks of eco-system services, sustainable development goals and broad well-being, based on the scientific method of policy-enhanced sustainable cost-benefit analysis.

### 2.1. Relevance to the project

The inspiration for our work on methods to quantify and assess the value of eco-system services and of investments in nature comes from our Italian partners at Po Delta Park and ART-ER Emilia Romagna, and our partners Cork County Council (CCC) and University College Cork (UCC) in Ireland. During phase 1 these partners shared their early experiences with valorisation of eco-system services based on the possibility of Payments for Ecosystem Services (PES) as a mechanism to increase biodiversity. CCC introduced us to their good practice BRIDE, which offers farmers financial compensation for their contributions to habitat conservation. UCC is involved in a first academic effort to put monetary value to each individual ecosystem service. The Italian partners presented several examples of PES schemes that enable valorisation and accountability through physical and economic quantification of eco-system services. However, these schemes were all limited to specific sub-sets of eco-system services (e.g., related to food provisioning services, or tourism

This exchange of experience in the partnership led to the conclusion that more comprehensive methods to determine and assess the value of eco-system services are needed. Based on this challenging insight, the province of Fryslân reached out to the University of Groningen where the Sustainable Cost Benefit Analysis was developed to see how this could be applied to the context of ecosystem services in Delta Lady. This resulted in the initial tests with Policy-Enhanced SCBA (see A1).

In this pilot we will deepen this approach by developing the web-based application for Policy-Enhanced SCBA. Interregional cooperation is an essential part of the actual pilot. By involving our partners in the development of the application to collect their feedback and input, we are able to validate the tool in an international context. The resulting web application will have pan-European relevance.

### 2.2. Nature of the action

Delta Lady focuses on the potential of delta regions to develop innovative policies and activities that utilise the ecosystem services available in river deltas to strengthen their regional economy. In this context it is important to know whether and how new activities contribute to sustainability and broad well-being. The evaluation method "Sustainable Cost Benefit Analysis (SCBA<sup>2</sup>)" is aimed at this. SCBA combines monetary and economic cost benefit analysis with standardised non-monetary measurements for impacts like ecosystem services, biodiversity, and health. The method is increasingly applied by public institutions for evaluating 'value for money' of investments in nature (e.g., the Dutch Ministry of Infrastructure for the evaluation of its wildlife crossings programme).

The implementation of a full SCBA is a complex and time-consuming exercise that typically requires the involvement of an external (scientific) evaluator. Therefore, it cannot be readily and quickly applied by policymakers in their day-to-day work. In this Delta Lady pilot, we aim to give policy makers access to the benefits of the scientific SCBA approach.

We will develop and test an easy applicable evaluation tool based on a condensed version of the SCBA approach. We call this shorter and easier to use evaluation: 'Policy-Enhanced SCBA', because it explicitly assesses the performance of project on international established policy frameworks:

- Ecosystem Services
- Sustainable Development Goals

---

<sup>2</sup> Also called Multi-Criteria Cost-Benefit Analysis (MCCBA)  
e72fd2853852cee0f4cd664db318406f02b676454d4e9681df2bd1c3b9106784  
Page 7 of 13

- Broader well-being

In phase 1 of Delta Lady, we pre-tested Policy-Enhanced SCBA with the Dutch partners on 3 projects:

- Investment in a fish-migration river at the Afsluitdijk.
- Investment in the Silence of the Bees-project, raising awareness of the role of bees in the landscape.
- Investment in Frysian Sweater, developing a value chain around crops, like hemp, flax, and reed as a renewable resource for fabric, including a traditional cultural heritage design.

The easy SCBA answers the questions: which ecosystem services (ESS) are impacted by the project? Which SDGs does it contribute to? Which part of human well-being? Analysis of the results demonstrated that all of the projects are very broad in what and how they influence economy, society and nature.

These first evaluations were made with a distinctive combination of video guidance and spreadsheets, with active support of our stakeholder Groningen University (NL). Through this combination the relatively complex task of identifying project impacts was simplified and manageable for project owners: project owners made pre-selections for different ESS, SDG and Broad Well-being categories while they were watching a video which led them with ease into the longer spreadsheet lists.

In this pilot action, we aim to further adapt this approach by creating a web application that enables policy makers and project owners to independently and quickly run a Policy-Enhanced SCBA of their (planned) activities.

- We will develop a web-based app which can streamline this video-spreadsheet process, while also providing a web-environment to showcase different evaluation studies and offer a learning and inspiration environment.
- We will test the application on several projects in the province of Fryslân. These include the 3 projects assessed in the initial pre-testing in phase 1 and several new projects. This iterative testing process allows us to gradually improve and fine-tune the application.
- In this process, we will also collect the feedback of the other Delta Lady partners. Reflecting on the use of Policy-Enhanced SCBA in an international context is essential to validate the approach based on different policy and societal settings. It will enhance the quality of the assessment tool and user interface. Policy-Enhanced SCBA assesses initiatives on the basis of universal frameworks (SDG, eco-system services, broad wellbeing) that require a common language. This peer-review by our international partners will also increase the potential for other EU regions to benefit from this tool.
- We will introduce the application as a tool at the regional level in Fryslân province and Noord-Nederland region to assess whether new projects and initiatives contribute to the mission of the RIS3 strategy.



### 2.3. Stakeholders involved

In close cooperation with the project team at the Province of Fryslân, University of Groningen (NL) will play an important role in the pilot. The evaluation method Sustainable Cost Benefit Analysis was originally developed by the University of Groningen. They were also involved in the initial pre-testing of the Policy Enhanced SCBA in phase 1. The University will be involved in shaping the content of the web application and performing the tests run on projects in Fryslân.

### 2.4. Timeframe

Initial development of the web-based application for Policy-Enhanced SCBA	06/2021 – 11/2021
Testing the web-based application	12/2021 – 03/2022
Developing the final version of the web-based application	04/2022 – 10/2022
Integrating the application in regional policy governance	05/2022 – 11/2022
Dissemination of the final outputs of the pilot	06/2022 – 11/2022

### 2.5. Costs & Funding sources

This initiative will be integrated into phase 2 of Delta Lady as a Pilot Action. The pilot is part-funded by the Interreg Europe programme, with match-funding provided by the province of Fryslân.

The total budget is as follows:

Staff cost (Province of Fryslân)	€ 30.000
Office & administration	€ 4.500
External expertise & Services	€ 44.960
<b>Total</b>	<b>€ 79.460</b>

### ACTION 3. Training 'Mission professionals' for the Blue Delta region Northern Netherlands

---

With this action we want build the capacities of the organisations and people that will implement the RIS3 North Netherlands in the coming years: staff of the 3 provinces and the municipalities of the North Netherlands region. The intention is to deliver a programme to train these actors to become specialists in mission-based working with focus on Blue Delta priorities such as transition to a circular economy, water and spatial and natural quality (see 1.2)

As described in Part II, the RIS3 2021-2027 takes a mission-oriented policy approach. The starting point is a societal challenge. In our case this mission is *Specialisation through transition: a circular, happy and inclusive North Netherlands* leading to an increase in broad prosperity in the region. The mission-oriented approach puts a strong emphasis on innovations to reach solutions and breakthroughs. The focus is not just on technical innovations but also on new organisational structures, new ways of cooperation with all areas of society (quadruple helix).

Implementation of this mission-based strategy on a regional scale requires new capacities and skills of organisations and new competences of individual employees and staff. In our training programme we aim to educate civil servants of municipalities and provinces in the region to become specialists in the mission-based approach to policy implementation and project building together with stakeholders of the quadruple helix.

The training programme will run in parallel to the pilot to develop the web-based Sustainable Cost benefit Analysis application (Action 2). This application will be introduced as one of the tools for the training participants to assess new policy initiatives on their contribution to ecosystem services, Sustainable Development Goals and broader well-being, which are the pillars of the regional mission.

#### 3.1. Relevance to the project

The inspiration for this action dedicated to training and capacity building of local and regional authorities came from several exchanges and good practices we found during the Delta Lady project.

One source of inspiration was the experience of the Irish partner Cork County Council related to the inclusion of the objective of ecosystem services in the Regional Spatial and Economic Strategy (presented and discussed at the policy learning meeting in Comacchio, Sept 2019 – see also Action 1)

Our partner Cork County Council explained how they dealt with several obstacles that prevented the recognition of ecosystem services in regional economic policy. Initially there was very little political buy-in of the ecosystem services concept. There was also a lack of policy guidance on ecosystem services at national, regional & local levels and there was very little support for ecosystem services by local authorities in Ireland. The approach taken by Cork County was to build capacity and understanding of ecosystem services and to make a link to universities and the community (the quadruple helix) to share learning and raise awareness of ecosystem services benefits among related groups/bodies and develop regional policy to influence local policy.

We recognised the importance of their focus on sensibilisation and capacity building to generate buy-in and deliver on the benefits of eco-system services. This training approach will also be an essential element in our region if we want to get all local and regional authorities and other stakeholders on board in the new mission-oriented strategy. It will be essential to make these actors see the potential of ecosystem services as a driver of transitions, rather than something separate or even an obstacle to regional development.

On a different level, we also took inspiration from the good practice from our Spanish partner: *Tancat de la Pipa - Public management of a protected area in Albufera Natural Park* <sup>3</sup>.

---

<sup>3</sup> [www.interregeurope.eu/policylearning/good-practices/item/2668/tancat-de-la-pipa/e72fd2853852cee0f4cd664db318406f02b676454d4e9681df2bd1c3b9106784](http://www.interregeurope.eu/policylearning/good-practices/item/2668/tancat-de-la-pipa/e72fd2853852cee0f4cd664db318406f02b676454d4e9681df2bd1c3b9106784)

The Tancat de la Pipa is an example of how a piece of land can be reverted for public use for the environmental restoration of habitats. The greatest potential for learning and transferring this proposal is the actual management model: territorial custody and participative management. This is a strategy for conserving the natural, cultural and landscape values of the area based on collaboration between authorities, NGOs and universities, with local community volunteers. The day-to-day management is mandated to the NGOs (Acció Ecologista-Agró and SEO/BirdLife). Moreover, the area is positioned as a place for environmental education and vocational training.

The participative management approach in the quadruple helix and the emphasis on continued training form additional sources of inspiration for our training 'Mission professionals' for the Blue Delta region Northern Netherlands.

### 3.2. Nature of the action

The aim of the training course is to educate 30-40 civil servants of the 3 provinces and the municipalities in the region to become specialists in the mission-based approach to policy implementation and project building together with stakeholders of the quadruple helix.

The programme consists of several modules in which the participating civil servants will work in teams on real or realistic, 'wicked' transition tasks in line with these regional policy priorities that reflect the 'blue delta' framework of the Northern Netherlands. In each session, actors from the regional 4-helix ecosystem will also participate (businesses, academics, project initiators) to act as mission-oriented sparring-partners.

After taking part in the training programme the participants are capable of:

- Creating a mission-oriented experimentation environment around 'challenges' for their organisation.
- Formulating transition project ideas in their own municipality / province using a mission-oriented policy approach and fitting within the 'blue delta' priorities.
- Setting up collaboration with parties of the quadruple helix and actors in of society to build and implement these transition projects.
- Mission-oriented project implementation
- Develop and maintaining a network at regional and European level network for the benefit of importing and sharing 'best practices'
- Transferring their acquired knowledge and experience to colleagues in their organisation.

The training programme is developed by province of Fryslân staff in co-creation with external experts in the mission-oriented approach.

The training sessions will be delivered by external trainers and expert guest speakers/tutors that represent concrete transition challenges from the region.

The programme will start in June 2021 with a first session dedicated to the "Holwerd aan Zee" case which looks into activating the benefits of multiple eco-system services for regional development.

Holwerd is an impoverished coastal town near the Wadden Sea coast in Fryslân in need of a socio-economic impulse. "Holwerd aan Zee" (Holwerd by the Sea) is an initiative to transform the existing coastal polder landscape around the town back into a natural coastal wetland flood plain by removing part of the existing sea defence dike. This would combine improved natural, biodiversity and landscape qualities of the area with better resilience for coastal flooding based on natural sea defence mechanisms (an important eco-system service in our area). This development could form the basis for a much-needed impulse in settlement (keeping and attracting residents) and economic activity (e.g. sustainable tourism).

Consecutive training modules will zoom in on other complex regional development opportunities.

### 3.3. Stakeholders involved

- The 3 Provinces of the Northern part of the Netherlands: Fryslân, Groningen, Drenthe
- Municipalities in the Northern part of the Netherlands
- Actors in the regional 4-helix ecosystem

### 3.4. Timeframe)

Development of training course (province of Fryslân)	9/2020 – 6/2021
Implementation of training programme	6/2021 – 12/2022

### 3.5. Costs & Funding sources

The costs for developing and implementing this training course will be paid by Province of Fryslân from the provincial budget.

The total budget for this action is estimated at approximately € 70.000. This includes:

- personnel costs of provincial staff in developing the training
- external support for development of the programme course (co-production with provincial staff),
- external support for delivering the training programme to 30 – 40 people from different organisations
- training facilities (venue, catering etc)

## Part IV – MONITORING PROCESS

---

### Monitoring activities

The monitoring phase of the Delta Lady project ('phase 2') runs from mid 2021 – mid 2023.

The province of Fryslân will monitor the implementation of the actions defined in this Action Plan to follow and report on the progress. The province will check how the measures introduced are actually implemented and what results are experienced when actions completed.

Also, in the monitoring phase the province of Fryslân will be active:

- ✓ regular check of the state-of-the art of different actions will take place in every 3 months
- ✓ regular contact will be ensured with involved stakeholders for each action
- ✓ relevant events will be organized
- ✓ reporting on the action plan implementation, results achieved and impact on policy in the annual Progress Reports
- ✓ each year in the second phase of the Delta lady project the Province of Fryslân will take part in interregional project meeting to discuss the regions' achievements.