

# Part 2 of WaterCoG Evaluation: Reflection on pilot processes in Denmark - Summary of results -

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## Background of Document

The NSR Interreg VB project WaterCoG wants to provide evidence if and how the co-governance, and in particular as implemented in our pilots, contribute to the aims we defined in the project proposal:

1. Increase the understanding of ecosystem services
2. Develop new solutions for achieving management targets for water related ecosystem services (as defined by EU directives)
3. Improve the integration of different EU directives
4. Provide additional social, economic and environmental benefits not currently being realised under existing governance frameworks
5. Provide a framework for extending the best practice developed in the project to areas outside of the immediate pilot areas.

For this, WaterCoG evaluates its activities in two parts. First, the project's result indicators aim to quantify how the pilots impact on improving the ecosystem status, the stakeholders' commitment and on increasing the available resources for water management. Second, all partners would like to reflect in more depth on the processes to better learn on how to improve their participatory and co-governance processes, and in which context to best benefit from them. As the coordinator of WP6 (Evidence and Evaluation), the OOWV has contracted Interessen Im Fluss to coordinate and implement this reflection, including local support as required, and a synthesis of the results. Thus, the author has been involved as a "Danish local researcher" to contribute the Danish researchers' perspective to the evaluation, implement the 2<sup>nd</sup> part of Danish evaluation, and support the synthesis from his perspective. Together with the partners, part 2 of the evaluation has been developed, and implemented in country wise processes, adapted to the needs of the local partners.

The overall guiding questions of the evaluation are **"What needs to change to make co-governance better work?"** and **"What are the strengths and limitations to co-governance, shown in the different pilots?"**

In this document, the results of a selected pilot in Denmark are presented.

*The current evaluation report was prepared for the discussion with the WaterCoG partners and presented at the WP6 evaluation workshop on 18<sup>th</sup> June 2019 in Copenhagen where the results of all evaluation processes was presented and discussed with the WaterCoG Consortium. Danish Water CoG partners have commented on the final report.*

## For the busy reader: Lessons Learnt and Recommendations for strengthening co-governance processes in water management

This chapter provides an outlook and a summary of the results. Normally it is placed at the end of a report but as a service to the busy reader, we have put this first. It provides the central messages of the evaluation process. More details can be found in the remainder of the document.

- **Lesson Learnt: The multi-level governance set-up with three levels in the Ryå project is not connected properly and this creates confusion about the project among the stakeholders**

A central conclusion from this evaluation is that there is a general need to work in a multi-level setting across interest groups and sectors with integrated plans at catchment level, as demonstrated with the Ryå project. However, for this to be successful, improved connection and integration between the governance levels are key. The multi-level governance set-up with three levels (steering group level, working and local working group level) in the Ryå project were not fully understood by all stakeholders. This is explained with that the connection between the levels was not communication sufficient. Further, because of the structure with two projects (the Ryå project and the wetlands projects) running concurrently the stakeholders did not experience integration between the two projects. This was criticised by the stakeholders as being confusing. The lack of integration and communication of what the individual groups had discussed and their roles was criticized. The members of the working group and the project group required a better integration, i.e. better exchange and feedback, between the different groups and levels.

- o **Recommendation:** The lack of connection between the Ryå project and wetland project has created confusion and could possibly be improved with more clear communication and transparency in the process. When dealing with such multi-level governance structures, it is important to improve the communication between the different levels, which may require a more coordinated approach. In communication, the facilitators and project groups need to be clear what the roles and tasks are in the different groups and projects. It is recommended that before starting a multi-level governance process expectations and how to “practice” integration should be discussed in detail and agreed on.
- **Lesson Learnt: Facilitation and moderation could to be more visible to give stakeholders more confidence in the process.**

Facilitation of complex multi-level processes is not an easy task. And it takes time. Especially when both politicians, civil servants and stakeholders from multiple municipalities are involved. The evaluation of the interview responses from the Ryå project shows that its facilitation and meeting structure were not clear and transparent at all meetings.

- o **Recommendation:** It is recommended that facilitation gets more visible and this requires better preparation before the meetings. A more visible facilitator can guide the process and support the stakeholders in their discussion. Facilitation in the sense of providing a structure and defining an objective of the meeting and the format of the results, needs

good preparation and implementation of meetings. The formal as well as the managing chairs of a group need to devote time for preparation and cooperate during the preparation.

- **Lesson Learnt: Expand the “participatory tool box” to include new knowledge**

In the Ryå project, participatory tools to include stakeholders knowledge and participate was mainly based on using a expert-based dynamic stream model and a basic analysis. These two expert-based inputs served as basis for the discussions and knowledge generation in the working group and in their development of a holistic plan. However, these rather complex “tools” needed much time for stakeholders to understand them. Presenting the tools was dominating the agenda at the working group meetings, not providing much space for discussion and reflection on new ideas. Further, field trips were included. However, the information flow went most times from expert to stakeholders in the project group. The stakeholders had not much time to connect this knowledge to their experience and to exchange on the meaning of the newly acquired knowledge. For that, further participatory tools would have been necessary emphasizing interaction and reflection.

- **Recommendation:** If new knowledge from the working group should be enhanced and used then it could be a good idea to open up the knowledge generating participatory tool box to include other forms of tools to facilitate the inclusion of new knowledge and ideas.

## Background and introduction to the Danish pilot

In this evaluation, the focus was on the co-governance process in the Danish pilot, the Ryå project. The pilot's official name is holistic plan for Ryå (*Helhedsplan for Ryå*) from now on referred to as the Ryå project. The idea behind the Ryå project is to develop a holistic plan to the many opportunities and challenges that exist in the Ryå catchment to work towards facilitating multiple ecosystem services and stakeholder participation.

The Ryå stream is one of the largest streams in the northern part of Jutland and runs through two municipalities (Jammerbugt Municipality and Brønderslev Municipality) see figure 1.

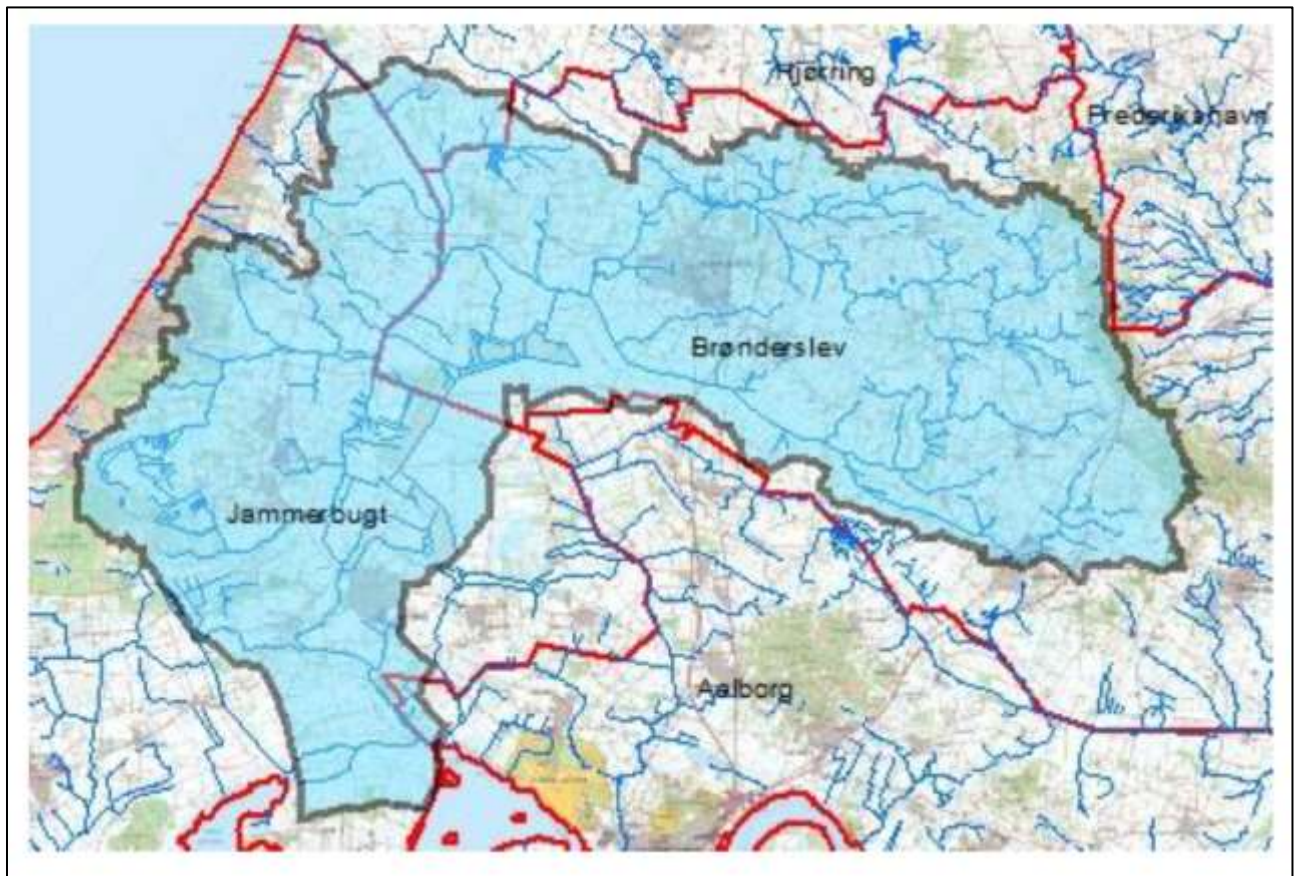


Figure 1. The Ryå catchment and the two municipalities the stream runs through.

The Ryå stream is challenged by lack of good ecological status and increased flooding of farmland. The Limfjordssecretariat (Danish WaterCoG partner) would like to assist the two municipalities in the Ryå catchment to work more holistic and ecosystem oriented with the stream across administrative boundaries and sectors. Therefore, the aim of the Ryå project is to ensure a more optimal resource allocation and to create a synergy effect in the project area to ensure multiple outcomes<sup>1</sup> and focus on ecosystem services.

<sup>1</sup> <https://northsearegion.eu/watercog/pilot-projects/holistic-development-plan-for-ryaa-dk/>

At the same time, an expert committee, appointed by the Danish government, recommended in 2017 that it should be required and mandatory for municipalities to jointly develop holistic plans for entire river basins. These should be part of the revisions of the watercourse act, which is in the development in the coming years<sup>2</sup>. This background is part of the reason for the “experiment” with developing a holistic plan for Ryå across traditional governance structures.

## Data and methods in the Danish pilot

This evaluation is based on a concept developed by the WaterCoG partners as well as the local researchers. The concept allows for comparing the processes in the different countries, and to identify drivers in particular for their pilots on how to improve the water co-governance.

The evaluation process in the different countries was adapted to the needs and interests of the different WaterCoG partners so that the local researchers had the option to combine interviews, workshops, and information provided by WaterCoG partners<sup>3</sup>.

This evaluation of the Danish pilot has been conducted in the period between December 2018 and June 2019. The timeline for the Ryå project is shown in figure 2. The idea of having a Ryå project was first presented in 2016, but officially started in 2018. Initially the plan was that the Ryå project would have had its holistic plan for Ryå by spring 2019, but the project was postponed towards the end of 2019. Thus, it is still an ongoing process; the current plan is that the Ryå project will be finished by the end of 2019. For this reason, this evaluation can be used as a midterm evaluation and hopefully be used as a way of finding areas in the process that can be improved for the benefit of the ongoing stakeholder and co-governance process and project. It should be noted that the task of facilitation, participating and “doing” a holistic plan for a catchment was the first time for all participants in the Ryå project.

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<sup>2</sup> [https://mfvm.dk/fileadmin/user\\_upload/MFVM/Ekspertudvalget\\_rapport.pdf](https://mfvm.dk/fileadmin/user_upload/MFVM/Ekspertudvalget_rapport.pdf)

<sup>3</sup> For more information see: “Part 2 of WaterCoG Evaluation: reflection on pilot processes. Outline of process and issues. December 2019”.

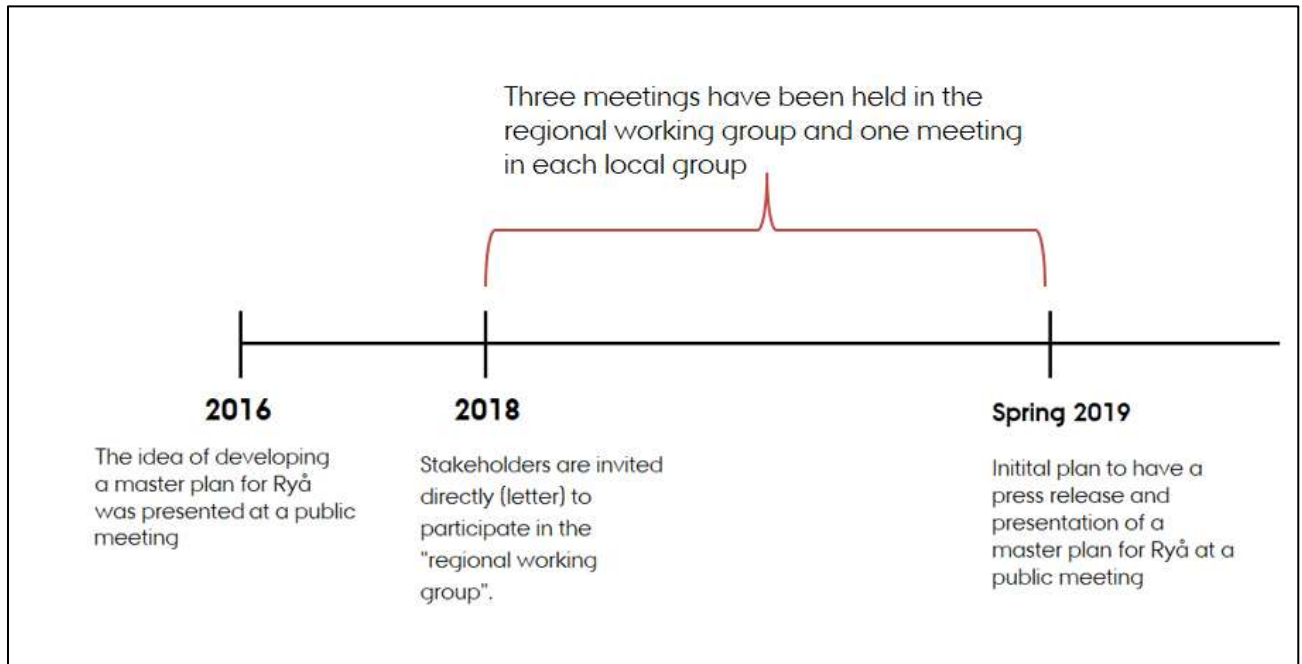


Figure 2. Timeline of the Ryå project<sup>4</sup>.

### Data sources and methods

In this evaluation of the Danish pilot, the main data sources are based on interviews with five key stakeholders that have been part of the process either as facilitators or stakeholders in the Ryå project. The interview persons is used as information sources to be able to describe the process and governance structure and also as sources of information for the analysis of strengths and limitations to co-governance, shown in the Danish pilot. The guiding interview questions (in Danish) can be found in the annex section 1.

Besides the interviews, I as a local researcher met with the local Danish partners from the Limfjordssecretariat, who are responsible for the Ryå project, to be able to discuss the Ryå project and this evaluation in details. The local researcher was also invited to attend the local working groups meetings, however one of them were cancelled last minute and the other have not (as of the 18.05.2019<sup>5</sup>), had its second meeting, and therefore it was not possible to participate in the meetings.

### Results and discussion

Three themes were identified of central interest to the WaterCoG partnership to answer in this evaluation:

<sup>4</sup> After the data collection for this evaluation was finished, a fourth meeting in the working group has been held, and a fifth meeting are prepared for the autumn 2019.

<sup>5</sup> The local working groups have had its second meeting on the 03.06.2019, which was after data collection for this evaluation was finalised.

1. Connected governance levels in co-governance processes
2. Process design and implementation
3. The role of knowledge and tools in co-governance processes

This section presents the insights and lessons learnt.

### Connected governance levels in co-governance processes

#### Explanation of the connected governance levels in the Ryå project

The Ryå project is set-up in a multi-level governance way and was commenced with the set-up of an overall steering group (*styregruppe*), see figure 3.

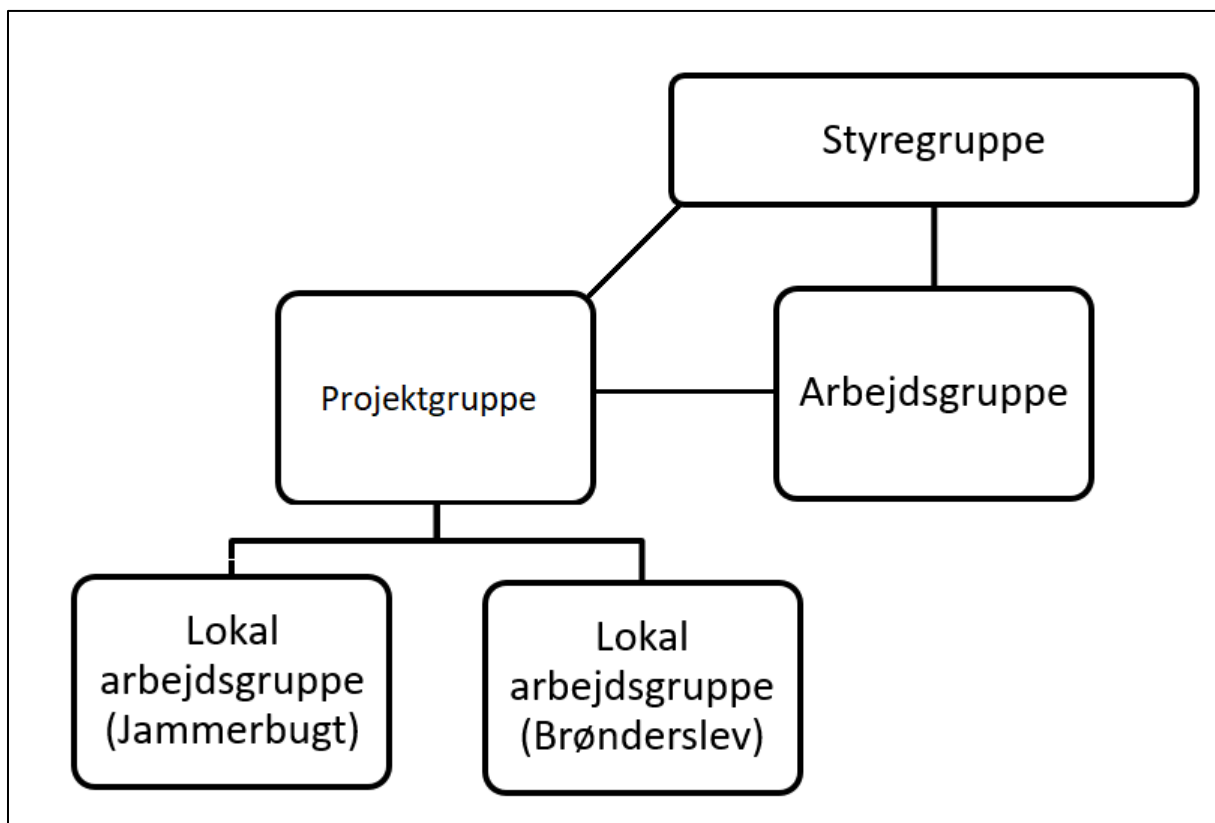


Figure 3. Governance structure and organisation of the Ryå project.

The steering group was chaired by the high-level political representative from the involved municipalities (Jammerbugt and Brønderslev) political committees. Further, civil servants (i.e. the technical experts from the administrations of the municipalities and of the Limfjordssecretariat) were engaged in the steering group. The steering group decided on what the objective and purpose of the



Ryå project should be and to follow the project through the process of developing a holistic plan for the Ryå catchment.

Besides the steering group, a project group (*projektgruppe*) (see figure 3) consisting of civil servants from the steering group was responsible for the planning and facilitation of the Ryå project.

Below the steering group and the project group an overall working group (*arbejdsgruppe*) (see figure 3) consisting of representatives of stakeholder organisations was set-up (and appointed by the steering group) to develop inputs to the holistic plan for Ryå. This working group consisted of 10-13 members from agricultural organisations, nature and conservation organisations, recreational organisations and water utility and water works organisations. As one interviewpartner described it: *“From the beginning our thoughts have been that we would like the working group to be broad and overarching in their feedback, dealing with priorities and discussing the big lines”* (Interview person 1).

Below the steering group, project group and working group, the steering group decided to find two areas in the Ryå catchment to have local working groups (*lokale arbejdsgrupper*) (figure 3). One working group was set up in Jammerbugt municipality and one in Brønderslev municipality. Both of the local working groups and the process were run by the civil servants in the respective municipalities, as explained in the below quote:

*“(..) the local working groups are, by their very nature, very local. They are established in cases where there are some activities along the Ryå stream, (...) here it could be good to have a local group to work (...) we have then set up a local working group based on the place were we actually are establishing a wetland. And it is only the municipality that facilitate the local working group and it is also us who appoints its members, with no interference from the steering group or from the limfjordsecretariat or from the neighboring municipality (...) So if you have projects around the Ryå then it makes sense to set up a local working group. I have then discussed with my politicians who should sit in the local group and we have then found out that there must be some different interests, which in principle could be roughly the same interests that sit up in the working group, but only with local anchorage. They must have an interest in exactly this area of Ryå. Otherwise they should not be there”* (Interviewperson 2).

Both groups were connected and centred around two already started wetland projects. *“In order to do something in reality, we have chosen to make local working groups the two places where we are in the process of making wetland projects”* (Interview person 1). In Denmark, the municipalities have agreed that to be able to comply with the EU Water Framework Directive the nitrogen loading to the fjords has to be reduced by a certain amount of tons of nitrogen before 2027. One of the key measures to be able to comply with the environmental objective of achieving good ecological status and reducing the nitrogen loading is the implementation of wetlands (Graversgaard, 2018<sup>6</sup>; Graversgaard et al., 2020<sup>7</sup>). In that respect, it can be stated that the co-governance process with the

<sup>6</sup>Graversgaard, M. (2018). Stakeholder participation for effective governance: Bridging the gap between top-down water resource management and bottom-up local implementation. Foulum, Aarhus University, Department of Agroecology. PhD thesis. 2018.

<sup>7</sup> Graversgaard et al., (2020). Policies for wetlands implementation in Denmark and Sweden – historical

development of a holistic plan for Ryå is expected to be embedded in the overall governance structure of water management in Denmark. The two wetlands projects with local working groups are such wetlands projects that are in process of being investigated if they would be suited for reducing enough nitrogen. For this reason, the idea is that when the municipalities and Limfjordssecretariat is working with wetlands in the Ryå catchment, then why not also try to include other ecosystem services and multiple objectives into the wetlands project, as for example recreation, flood protection and nature conservation together with nitrogen mitigation. In the two local working groups it was then presented by the local municipality facilitators, for the participants, that there is a plan to restore a wetland. The stakeholders were asked to provide input on their perspective of the wetland's functions and ecosystem services e.g. recreation, nature, drainage, etc.

### Strength and limitations of the governance structure

Feedback from stakeholders pointed out that in the governance structure there were some strengths and limitations in the set-up with the connected levels that have affected the governance process.

#### Three level governance set-up – connecting the steering, working and local working groups

The civil servants interviewed in this evaluation, were agreeing on the benefits of having the steering group as part of the process for several reasons. In the steering group, politicians (the chairman and vice chairman of the two municipality technical committees and the head of the environmentally departments) were the main stakeholders. The civil servants facilitating the process claimed that the structure with having politicians and higher level authorities involved gave them more free room for facilitation since the head of the municipalities and politicians had beforehand legitimized the process. One interview person said. *"Yes I am very much in favor of having a steering group in a case like this, I cannot work if i don't, if I cannot say that I have my "back free" and say that this is decided by some other higher up in the system. If this is not the case we cannot navigate in it. (...) when the politicians and the chairman and vice-chairman in the municipality have nodded to the strategy, I sleep quietly at night, so I know what I'm doing is legitimate. (...) it is my experience that having a close contact with the political committee is really good (...)"* (Interviewperson 2).

One of the challenges with the Ryå project governance structure has simply been that the names of the different groups are too similar (working group and local working groups): *"(...) and then there is the working group, but it might have been easier for the working group to find its own feet if we had called it something else"* (Interview person 1). For the members of the working group it has been difficult to find out what group they belonged to and what the other groups were doing or discussing. So even though the project group and steering group of the Ryå project might have found a multi-level set-up that fitted the governance context with integration and collaboration between the municipalities and Limfjordssecretariat, it became confusing for the working group members. This meant that when doing interviews with stakeholders some of the members of the working group were not aware of whether they had been members of the steering group or working group. This

confusion of the names of the different groups could potentially also lead to confusion of the roles in the different groups.

In addition, the local working groups consisted of two separate groups and projects: The wetland project with only local landowners and the local working group with representatives. *“We have both these local working groups who work with the holistic things and then we have some landowners who are part of this wetland project, (...). And we find that from the landowner side it can be difficult to separating the two things apart, which, at some point is also necessary because there is a whole formal process in the wetland project”* (Interviewperson 3). It can be confusing with two projects running concurrently without actually being integrated. This lack of connection between the Ryå project and wetland project has created confusion and could possibly be improved with more clear communication and transparency in the process.

### **Improving integration in the governance structure by better communication of objectives and expectations**

The idea and role of the overall working group is illustrated by a quote from one of the civil servants: *“The role of the working group is to see things from an overall perspective. So we have tried to get hold of someone who has some insight and experience at the overall level. So the working group consist of some regional anchored participants”* (Interviewperson 3). In the interviews, it came forward that the integration and communication of what the working group and the local working group had discussed was something that could be improved. For example, how much and what kind of contact the working group participants should have with the local working group participants was unclear. Exemplified in one of the working group participants answer to the question: Have you had contact to your local representative?: *“Very little, not much, it's something that I have questioned because I don't think it works. Some of it is probably related to time pressure, they cannot overcome/manage to hold meetings, this is how I see it. But it is also because there is a double process running in some of the local working groups, they actually have to make wetland implementation and it runs in another context (...). And it runs in parallel and these are some of the same people from the authorities, so it's the same people who are involved, things get mixed and it becomes confusing”* (Interviewperson 4). From this response, it can be seen that the working group participants had the idea that the project group and civil servants should have facilitated the integration between the local working groups and the working group. However, it came forward in the interview with the civil servants facilitating and running the Ryå project, that the secretariat had wished for the working group representative to be more active themselves in their contact with the local working group members from their own organisations. *“Perhaps it has not been articulated clearly enough, and we should perhaps have said that we have a desire or expectation that the members in the working group will contact the local working group representatives so they have the opportunity to talk together, it has not been articulated, so it may have been up to the stakeholders own initiative to take contact to the local working groups members”* (interview person 1). The Limfjordssecretariat and municipalities had the expectation that the contact between the working group and local groups could have happened by itself. Here exemplified in the answer to the question: How has the contact been between the working group and the local working groups?: *“We had imagined that the Limfjordssecretariat was the lead on the working group and then delegated to*

*the two municipalities to be lead on the local working groups, and that is perhaps one of several explanations that the feedback/capture between the local working groups and the working group was not happening, because who really stood for it?" (Interview person 2).*

The above shows that both the members of the working group and the project group members had different interpretations of each other's roles and that they had wished for more integration between the different groups. One recommendation is therefore that before starting a multi-level governance process, expectations, roles and how to "practice" integration should be discussed and communicated in details.

One of the members of the working group, stated they missed minutes from the other groups meetings, and that this, if send out before the meetings could have resolved some of the confusion and lack of transparency felt by them. *"There are no minutes from the meetings and I have wished to have this from the beginning. I think it would be really nice if we had the minutes from the steering group meetings, with a record of how far they had come. I have been trying to go to some of the websites and see if there were any minutes on the limfjordsecretariats website, but it has not been there. Also from the local working group meetings, there was no minutes there was presented some slides with what they had done at the local working group meeting and afterwards we were put in some groups and had to work with some of these things, and it is a little difficult to relate to when you get it stuck in your head ten minutes before you have to work with it" (Interviewperson 4).*

This challenge with lack of integration or unclear information of what happened in the different groups also came forward by some of the interview persons, because there were a few stakeholders in the working group who also were part of the local working groups. These people could be part of the overall coordination talk in the working group while also being part of the local working group. This could be a positive part of the process if the ones deciding on the plan also have ownership of the implementation, but because this was not all stakeholders that had this role, it meant that the working group had differences in knowledge and information about the project between the members. In addition, in the interviews with the civil servants it seemed like that this structure with double membership was not part of the purpose: *"Yes we have invited the working group, in this working group you have anglers, landowners, Danish Nature conservation and bird wathcers etc., classic involvement, and when I say legitimate, then it is because everyone who sits in the working group must represent others than themselves, they must represent an organization or association that has a legitimate right" (Interviewperson 2).*

Based on my interviews with the participants in the working group, it was stated that they thought that members of the working group should be someone from "outside" the local areas (Brønderslev and Jammerbugt), illustrated in this quote from one of the working group members on why he thought he was appointed to be part of the working group: *"(...) they (the project steering group) wanted a representative from the outside, because local working groups were also set up" (Interviewperson 4).* It seemed unclear what the project group (Limfjordssecretariat and municipalities) had wished for who should sit in the local workings groups and if double membership should be possible.

### **Connected governance levels is difficult to manage**

One of the weakness of the attempts to connect the governance levels between the working group and the local working groups has been that it seems for the participants, especially the civil servants, to be a structure that has been difficult to manage. As an interview person phrased it: *“(...) it is a difficult process. It looks great on paper, but it does not work 1:1 (...) firstly, it is difficult to scale the discussions taking place in the different places (local working groups and working groups). In the ideal world, the local working group should come up with some input that the working group could use when making their overall plan. But this is not the case and the timing between the meetings we simply do not have, so logistically it is not easy to get the connection, it is a complicated set-up, if you want it to function and work”* (interviewperson 2). This above quote illustrates the difficulties that can arise between having an idea of how governance structures function and how in reality it can become very complex and difficult to manage. However, it should be stated that we are still early in the process and that it also is a learning process, why these issues could be resolved over time.

### **The Limfjordssecretariat as an important intermediary partner and host of multi-level governance processes**

Intermediaries is used to describe organisations operating in-between other actor groups (Moss et al. 2009)<sup>8</sup>. In The Ryå project, the Limfjordssecretariat could be described as such. They fill out a function in between the local municipalities and the overall central administration. As illustrated above a weakness of the governance structure in the Ryå project is its multi-level structure, however this is also one of the benefits and strengths of the Ryå project. Especially, having an intermediary partner as the Limfjordssecretariat shows some benefits. First, there would not have been a Ryå project without the Limfjordssecretariat and its resources. This is due to the fact that the Limfjordssecretariat covers the whole of Limfjord across the 18 municipalities, it has some resources and perhaps also power which the local municipality does not have. Explained here by one of the civil servants from one of the municipalities: *“(...) it is the limfjordsecretariat that facilitates the process for us, it is the municipality that is committed to the wetland project, i.e. is involved in the support scheme for wetlands. But it is the people of the Limfjordsecretariat who carry out the work for us and it is also those people who have been talking to landowners in connection with the property-related feasibility study. (...) You could have said, why don't we as municipality do it ourselves and you get money for the wetland project, but we simply have not had the opportunity to lift this task because of limited resources in such a structure”* (interviewperson 2). Secondly, with the many wetlands to be implemented in the nearest future, to achieve the EU Water Framework Directive goals and because the wetland implementation is also a Limfjordssecretariat task, the limfjordssecretariat is an ideal intermediary partner in developing more coherent policies and for the integration of multi-functionality in the catchment.

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<sup>8</sup> Moss, T.; Medd, W.; Guy, S. and Marvin, S. 2009. Organising water: The hidden role of intermediary work. *Water Alternatives* 2(1): 16-33.

## Conclusions on connecting governance level and the governance structure

The Ryå project is the first of its kind in Denmark, where the idea is to work integrated and holistic with environmental issues in a catchment across administrative boundaries and sectoral interest. There is a broad interest to work with integrated and holistic plans across the Ryå and in other streams in Denmark. Apparently, there are some challenges with the idea of developing a holistic plan for Ryå, however there is room for improvement and learnings from this process evaluation.

Firstly, multi-level governance structures imply complexity; therefore, before starting a process it is important to discuss how to communicate the different names of the groups and projects involved in a way where it reduces complexity. When dealing with more than one issue and involving multiple stakeholders at different levels that do not meet then it can be very complex and abstract. Especially in such situations, it is important to improve the integration and communication between the different levels, which require a coordinated approach (Graversgaard et al., 2018)<sup>9</sup>. In this evaluation, it is shown that it is important that objectives are transparent and understood. That roles and mandate are clear. The members in the working group address the importance of transparency and communication of what happens in the different groups, this could be the first steps towards more integration and connection between governance levels.

Secondly, multi-level governance structures are difficult to manage and facilitate, this evaluation has shown that good preparation and time is very important for a successful process.

Finally, to work with multi-level governance structures it has been shown that intermediary organisations and partners are important for hosting and facilitating multi-level projects that cross different administrative boundaries.

## Process Design – Strengths and weaknesses of the process?

Some of the challenges mentioned above with the governance structure were also related to the process design; these and others are described in the following section. The process design of the Ryå project was centered around the meetings in the working group.

### Facilitation and moderating

An important part of a co-governance process is the facilitation or moderation of the process (Schuman, 1996<sup>10</sup>). Research has shown that the role of facilitation (and leadership) is to generate trust to engage stakeholders in an open debate and that facilitation plays a key role in enhancing social learning (Tippet et al., 2005<sup>11</sup>; Pahl-Wostl et al., 2007<sup>12</sup>).

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<sup>9</sup> Graversgaard, M.; Hedelin, B.; Smith, L.; Gertz, F.; Højberg, A.L.; Langford, J.; Martinez, G.; Mostert, E.; Ptak, E.; Peterson, H.; Stelljes, N.; Van den Brink, C.; Refsgaard, J.C. 2018. Opportunities and Barriers for Water Co-Governance—A Critical Analysis of Seven Cases of Diffuse Water Pollution from Agriculture in Europe, Australia and North America. *Sustainability*, 10, 1634.

<sup>10</sup> Schuman, S. P. 1996. The role of facilitation in collaborative groups. Pages 126-140 in C. Huxham, editor. *Creating collaborative advantage*. Sage, London, UK.

<sup>11</sup> Tippet, J., B. Searle, C. Pahl-Wostl, and Y. Rees. 2005. Social learning in public participation in river basin management. *Environmental Science and Policy* 8(3):287-299.

From the interviews, it seems that there was not a clear definition of who and how to facilitate the working group meetings. When asking the civil servants from the municipality if there had been a facilitator, this was reflected upon: *“We had decided in the project group who should do what at the meetings, and I think it has at least at one time not worked for us, where I also feel that the working group is a little unsafe about this kind of facilitation. Actually, I favor a, I mean not a very controlling facilitation, but a visible facilitation. Because it makes people safe and I am not sure we have delivered a visible facilitation every time”* (Interviewperson 2). This statement is also supported by another civil servant: *“There are different approaches to how to facilitate a process. One can say that the more structured and determined a meeting are, the greater the risk that you do not really capture the participants' opinions and attitudes. At the same time if the facilitation gets too loose, then you do not really know how to get a result out of such a meeting. And I think we have not found the right way to facilitate between the two extremes”* (Interviewperson 3). When asked why this happened, it came forward that the project group comes from many different places (municipalities, Limfjordssecretariat and from the political and civil servant place). One of the key barriers in the Ryå project for finding the right kind of facilitation have been that politicians are part of the meetings, this makes some of the civil servants uncertain of their role and the consequences of how things are facilitated. When asked what it does for the process that politicians are part of the process, the following statement came forward: *“I really think this can be a good thing, but it has meant, in the project group of the civil servants, we have been somewhat in doubt, here at the last meeting we held a pre-meeting with the politicians simply to find out: “if this happens, who says what? If we as civil servants do not have that clarification, then there may be some things where we as officials say, I simply do not stand up and close his mouth. When my boss is sitting there, he could just do that (...). That is something else if at a pre-meeting we have discussed, if that and that is happening, is it then okay that I stand up and say this is not what we should discuss tonight (...). But if you do not have that clarification done, then the process may be sailing a little and I think that has happened to us”* (Interviewperson 2). As shown from the above quote, it comes down to ensuring better coordination. A reason for the lack of coordination on who and how to facilitate the process has simply been lack of pre-meetings with all engaged parties and probably due to lack of time for preparation. *“Because we have not properly coordinated it in advance, we have not been sharp enough on this”* (Interviewperson 3). Then when asked: Is it because there has not been a real facilitator of the working group meetings? *“But in some of our meetings and processes we have coordinated and agreed for example on who should do what and that have run fine enough, but at other meetings it has slipped for us couple of times”* (Interviewperson 3).

A point made in the interviews was how to handle stakeholders interfering with the agenda or saying something that is very controversial. At one meeting, this had happened and not managed or facilitated mainly because of lack of coordination of who should facilitate or moderate such a situation. It was pointed towards the fact that when there are two municipalities with politicians and an overall Limfjordssecretariat sitting at a meeting, who is then responsible to take leadership of the

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<sup>12</sup> Pahl-Wostl, C., M. Craps, A. Dewulf, E. Mostert, D. Tabara, and T. Taillieu. 2007. Social learning and water resources management. *Ecology and Society* 12(2): 5.

situation and moderating the situation? *“And people sit a little and think, from the municipalities and the secretariat who takes it. And I think it is probably not me and so there will not be followed up on the controversial things being said. And then it happens that afterwards e.g. that other organisations contact the municipality afterwards and say why did you let in him talk so much”* (Interview person 1). The interview persons point to this as something that created uncertainty and a bad experience. It also creates questions to transparency of the project.

The civil servants explained that because the facilitation sometimes was a bit weak, it also meant that the stakeholders participating in the working group felt unsafe about the process. *“I don’t feel that they have felt safe about the process, (...) It’s probably just a gut feeling, I know it very well from plenty of other processes. If you can manage such a process and the atmosphere is good and you can push a little to the participants: hey, you have not said anything yet and what do you say, and then they say something. That is because they feel safe and there is someone who is managing and facilitating the process well, if they think the process is sailing, then they don’t say anything”* (Interviewperson 1).

When asked what could have been done differently, it is primarily put forward that better facilitation and that the preparation with having pre-meetings with the project group and especially the politicians is important to coordinate better.

The strength of the Ryå project is that the project group is aware of this weakness in the facilitation and leadership of the process. *“We acknowledged that we are not good enough to manage or good enough to facilitate. And become aware of what is it really we do. Because there are some meetings where you just give input and write down and but sometimes some things are said where you have to stand up or comment on it or say that this is actually not what we should talk about, you know, so be a little more clear in the facilitation”* (Interviewperson 1). However, a recommendation for future multi-level co-governance processes will be to coordinate and make agreements in the project group and with the politicians participating in the project on how the meetings should be facilitated and with which mandate.

### **Preparation and expectations**

Another point made in relation to coordination and facilitation of the meetings, in the working group, relates to the framing of expectations had not been discussed clear enough before the project emerged: *“This also applies to us in the administration, we need to figure out how we frame the project and how do we best achieve what we want to get out of those who meetings. Therefore, I must admit that we have not been good enough for now, but also what is it we expect and what are their expectations”* (Interviewperson 3). One of the key strengths of the Ryå project is its focus on multi-level governance and thinking across administrative boundaries to create synergies in the catchment. However, this strength can also be its weakness if there is not enough time for preparation or if the partners are not discussing expectations and coordinating and agreeing on the process design. This also relates to how preparation is done before a meeting in the working groups with many interest organisations. This can be exemplified by a situation in the working group at one of the meetings, where the preparation had been thought through carefully but not all partners of



the project group had understood this. Before the working group meetings, the project group always has a pre-meeting to discuss and prepare for the meeting. At a certain meeting the project group had evaluated that they needed to make sure that the members of the working group should feel more confident and the project group had to be more clear in their communication. This should be ensured by that the politicians chairing the meeting had to be informed about the meetings beforehand. But before the meeting the politician who was supposed to chair and welcome the meeting was not able to come to the meeting and the deputy chief was sent and he had not understood that there was a pre-meeting. This meant that the coordination of what to be said and how to facilitate the meeting was not done and the meeting came bad in time. When this happens, the project group reflects on it as: *"(...) because what we experience is that it becomes a very unclear leadership (...) and the members of the working group they get insecure, yes I think they do, but it is also as I was about to say, after the meeting (...) or I got an email from X organisation where they tell me that it is a very difficult task and it is unclear what we should do in the group"* (Interviewperson 1). The above also illustrates that when the governance structure is multi-level with many civil servants, politicians and multiple municipalities involved, then it is also a very fragile process in terms of who is showing up, who is involved and the preparation, shown in the above analysis. This emphasizes the need for good preparation.

### **Time limitations and complexity in multi-level co-governance projects**

One of the key challenges in the Ryå project was that from the start there has been a closed deadline for when the Ryå holistic plan should be finished (by 2019). The project only had one year, which was a constraint for development in the multiple stakeholder setting. *"We start with the fact that we must be finished there (spring 2019). Then we as facilitators have actually pre-shut down for things to develop"* (Interviewperson 1).

A key challenge, related to the tight timeframe, put forward by the interviewpersons, is that a co-governance project with the involvement of many stakeholders takes long time and that they need more time for developing the Ryå holistic plan than first planned. From 2018-2019, the steering group had one meeting and in the working group three meetings (with one field trip in the middle) was held. The two local working groups had only had time to have one meeting each before this evaluation was started. One of the difficulties in having a co-governance process across municipalities and sectors with both civil servants and politicians and stakeholders have been to find calendar times for the meetings. *"I can see that such a small thing like making a meeting invitations is almost impossible. Usually two to three weeks ahead of being able to convene meetings, but here one and a half to one month. Because it's politicians and managers two places with fully booked calendars"* (Interviewperson 1). In addition, some participants preferred evening meetings while others have preferred daytime meetings, which have created some tensions and difficulties in preparing meetings.

Another point made from the municipalities is the fact that the Ryå project was initiated from the Limfjordssecretariat, which seems very much appreciated. However, this means that the local municipalities have not had a influence in the timeplan of the project or the design. *"I have no influence on the time schedule. It comes from the limfjordsecretariat the moment they come and say we have started this water co-governance project and we think it might be exciting if you want to join"*

*it. So we say of course yes, but we are just presented with the time frame that lies in their project (the overall water co-governance project ends by 2019), I have no influence on that. And I sit with some local knowledge where I say, and I have said so; After all, this is not so good here when we have to be finished now. So it was take it or leave it” (Interviewperson 2).*

The tight timeframe also meant, as one of the respondents explain, that there is not time to learn along the process and especially with the few meetings in the working group. *“We also do not have time to be wiser on the way. The working group has been very difficult, in my opinion, it has been difficult to get the working group to work and to function as a group. it's something we have experience with from other citizen-driven processes where it just takes longer time. And in this project there is just not the time, I think. It's not because I say it should run for years (...) the water co-governance project finishes this year, but my local working group still has to run” (Interview person 2).* This point with that there are two different timeframes, one for the working group and one for the local working group have also another dimension related to the overarching question: How much should we involve people and at what stages of a co-governance process?. When the Ryå project ends in 2019, the municipalities have to keep the local working groups running in some kind of format. However, as it is a long process to implement a wetland, up to three years in the municipality that is furthest in the process, then how much and in what kind of format should they involve and meet with the stakeholders. *“Now that the Water-CoG project stops, I have to talk to someone here in the municipality about what I say to the local working group that will be having their second meeting here in May. What do I say to the local working group on the future life of this group, I have no resource set aside and what are the expectations? What does my boss expect, what do the politicians expect or do we say: Now the project is ended and now we are also abandoning the local working group. The wetland has not been implemented yet, and there are probably 3 years before we have a wetland here and I cannot keep the group going for 3 years. So this also connects to a larger discussion about when should we disturbing the citizens, it is a discussion we always have in all our projects. When should we involving citizens? Because we do not want to come into a situation where people think that they have wasted their time and the next time the municipality calls and asks if they would like to join such a working group, they just have to say no, it's just a waste of time, it must after all, never happen” (Interviewperson 2).*

There is no fixed answer to this question on when is the right time for involvement. It depends very much on the task and type of project. In the development of a holistic plan, it makes sense to involve in the idea phase as done in the Ryå project, or else you would not get any ideas for the holistic plan. However if there is too long time for anything to be realised then it is not good either because then the involved interest persons cannot see any results of the involvement. One of the municipality civil servants explain it here: *“This is because we work with a product that is so abstract also for the participants and then we work with some local groups, were there for example are three years for the wetland project to be realized and in principle it has nothing to do with the overall Water COG project (Interviewperson 2)”. This means that the local working group is somehow disconnected from the rest of the Ryå project.*

One of the weak points explained in the above section about the governance structure, was the structure of when the different groups had worked. In the Ryå project, first, the working groups had

meet and then afterwards or at the same time the local working groups had come with their input and suggestions. A project group member had some ideas for how this could have been done differently with a change in the order of which groups worked when. *“It has not been structured and some of what we in the project group were talking about was, if we were to self-evaluate a little, then it might have been easier if we had taken it in a different order, if we had taken those that were in the local groups and worked with them first for half a year or a few months and then based on what they bring of input then a working group could then say, well there is a pattern here and that is where we will prioritize this or that”* (Interview person 2). As presented above the multi-level governance structure increases complexity. A suggestion from the stakeholders is that it also needs to be acknowledged that it is difficult to manage and participate in complex governance structures: *“You have to acknowledge that it is not just a meeting with 8 participants instead of 4 participants, but acknowledge that it is of course more time-consuming when you have to have two different municipalities in the project, it is not just double as many people it is double complexity. I do not think that I had thought about that in the beginning”* (Interviewperson 3). Another point made on the complexity of the Ryå project, have been the difficulties in explaining what the Ryå project was about and what a holistic plan is. This also relates to another point made from one of the civil servants explaining the strength and weaknesses of the project. *“I think the task of having to make an holistic plan for Ryå, I think it is difficult for them to still see their role in that and there is something in the communication that have not worked. I have driven many of these citizen involvement processes, but they are often very concrete. But a holistic plan is abstract in its nature and it is not as easy to explain, for example it is more easy to explain making a new path around a lake, in that case I can do workshops and I can do all kinds of things. Because we all know how a path looks like and what it can, but how does a holistic plan look like and what can it do?”* (Interviewperson 2).

An issue with working with co-governance processes on a more abstract level is that a holistic plan is not legally binding for anyone. *“They are not binding for anyone, so what is it you can use if for afterwards. And some stakeholders then ask themselves what are my role in the development of a holistic plan. It can be understandable that I can provide my knowledge and viewpoints, but for which product and this I still think is unclear for them”* (Interviewperson 2). When a plan is not legally binding or part of an overall governance architecture then it can appear abstract and diffuse for stakeholders involved.

### **Meeting structure and co-governance process at the working group meetings**

A key critic raised from the interviewpersons was that the working groups have had too little time for real discussions: *“There has been too little discussions; we from the project group have talked too much. Obviously, we need to get started and we have to present things, (...) but there is happening too little. At the first meeting the stakeholders was a little silent therefore we decided before the third meeting that now they should work and now we have to give them some tasks and have them out in smaller groups and talk and have some discussions. Because we know the disagreement is there and we know that when we leave and have had lots of cake and everyone is happy, then it is because there are some things we have not been talking about”* (Interviewperson 2). This quote also shows that perhaps the hard discussions have not been taken place yet and one of the reasons was that the

participants felt that the task and Ryå project is a bit diffuse difficult: *“Nothing came from the working group, but they also think that the task was a bit diffuse, (...) my feeling is that they think it is a difficult task and that they think: what can we really agree on, when we have such different interests”* (Interviewperson 3).

Eventhough it has been raised that there is not enough time to learn while having the process, the project group had up to the third meeting choosed that the meeting structure should be changed and that stakeholders should work differently in smaller groups with room for discussion. However, the group work was only scheduled for the last part of the third meeting and only the last 15 minutes. When asking the participant of the working group how the group discussions had went. They state that: *“I think such a group work with three / four pieces that it gives a little too little, at least we are not a group that are safe enough at each other yet (...) and with only one quarter, at the end of the agenda you could ask how much have you been involved”* (Interviewperson 3). The participants interviewed for this evaluation state that in the first couple of meetings it have mainly consisted of orientation and information from the projectgroup and very little active involvement. However, at the last meeting groupwork was initiated, but with too limited time, according to the interviewpersons.

### **Acceptance or understanding of the objective and outcome**

Another key finding in the interviews was a difference in the understanding of what the objective and goals of the Ryå project were. It seems as the participants across all groups were agreeing on that the objective of a holistic plan for Ryå is to include multi-functional aspects in the planning of Ryå. But also the dialogue between different interest seems to be the objective for some stakeholders: *“one can say that the dialogue itself is a purpose, one can try to get an understanding for all the users, one is the landowners and all the organizations and one could really get that insight into that well enough we should have some experiences and be able to fish in it, but the water must also be removed from the fields and vice versa. And there we have just some experiences that tell us that this is just not always easy, so it is also part of the purpose of such a project, to find out how to do it here in the best possible way”* (Interviewperson 5).

When stakeholder organisations are involved in developing of holistic development plan on an overall level, it will often be that the organisations talk their interest, however because the project group haven't been clear enough on the outcome, this also became a key point for some of the members of the working group. The secretariat states that: *“I think that we have simply not been sharp enough, we are not clear on what we actually want as an end product, how a holistic development plan should look like”* (Interviewperson 1). Therefore, what are the most important aspects of such a holistic plan and what should be on the agenda seems to be less agreed upon. There is not a common understanding of what there should be in a holistic plan for Ryå. *“I do not know so much, because it also makes it a little difficult to act in it. What really is the purpose of it, because you probably feel a little bit that you have gotten into it a bit quickly”* (Interviewperson 4). This is also reflected by the civil servants: *“There is no agreement on the goals, it becomes a little too loose in the codes, we think, the goals”* (Interviewperson 5).

Another challenge raised by the local civil servants was that the municipality have many different tasks that can go against the objectives of the development of a holistic plan: “(...) *it is the municipality that is the authority. It is actually a significant point when we talk these other types of projects. We as a municipality are both authority and have to create development, so we have the authority cap and then we have a development cap that .We know from a number of other projects where it can be difficult to get these things apart. (...) For us, it is important that we try to keep these things separate, because while we work with a holistic plan, we have concrete problems in Ryå that we constantly have to deal with and that is done by our watercourse people, they manage the stream with the watercourse act. And it has nothing to do with the overall holistic plan of Ryå. It is very important for us that we can keep the two things separate, to the extent that it makes sense, it must also make sense to the citizens we involve*” (Interview person 2).

### Conclusions on process design

Facilitation of complex multi-level processes is not an easy task. It takes time and close interaction between all stakeholders. In this evaluation of the Ryå project process, its facilitation and meeting structure, we can see that there has not been a clear and transparent facilitation at all meetings. Facilitation can be improved by improved and shared preparation and implementation of meetings. A recommendation for future multi-level co-governance processes will be to coordinate and make agreements in the project group and with the politicians and stakeholders participating in the project on how the meetings should be facilitated and with which mandate and objective.

### The role of Knowledge and Tools in co-governance process

In the Ryå project, knowledge has been disseminated or produced in different ways. The working group has met only three times as of June 2019<sup>13</sup>. At the first meeting, a presentation of the project, the idea and the objective was on the agenda. At the second meeting, the working group was out in the field at Ryå on three different localities. Here a dynamic stream model that had been developed for the Ryå catchment to be able to make scenarios was presented. The developers from a consultant team presented the model and the stakeholders were invited to ask questions. The stakeholders were also visiting nature areas, flood protection in Brønderslev and a watercourse restoration project. All of these field visits were in a form of expert knowledge provided to the stakeholders. At the last meeting in the working group, they had a session with maps where they in groups could discuss what initiatives and ideas to be prioritized highest. However, according to the interview persons there was not enough time for them to develop these ideas yet.

A key tool used in the Ryå project has been the dynamic stream model. The dynamic stream model have in some kind of way served as the basis for structuring the discussions at the meetings in the working group, mainly because the two municipalities have agreed that the model should serve as a basis for decisions in the catchment: “(...) *the municipal councils in Brønderslev and Jammerbugt municipality have decided to pay for a dynamic stream model. The two municipalities have agreed*

<sup>13</sup> It is expected that the working group will have five meetings before the Ryå catchment plan are published.

*that the model is the starting point for the decisions to be made in the Ryå catchment. If the dynamic watercourse model runs a simulation that shows that it is not effective to implement double profile in the watercourse or increase the number of weed clearances in the stream from 2 to 3, then we do not do it. We only do things that the stream model tells can have a positive effect”* (Interviewperson 2). Besides the dynamic stream model, the project developed a basic handbook, where all knowledge and information about the Ryå stream was collected. The dynamic stream model and the basic analysis are the two tools that the working group have been given to make the holistic plan. However as stated before, the working group had some difficulties in the governance set-up in the first two meetings, both because there had not been enough time and also because at the meetings much of the time had been used to present the dynamic stream model and the basic analysis but no space for discussions and active involvement remained.

So, there is a dilemma between that the working groups have been given tools to work with which are so technical that they needs to be presented by experts and used by experts before the working groups are able to get to work. Also shown in this quote from a civil servant: *“You have to remember that with such a working group, it is people with very different backgrounds and prerequisites, you can not just come up with something abstract, as for example the stream model and say come with some good ideas for how ryå must develop, they cannot cope with that and I would not either”* (Interviewperson 2). One solution to overcome this dilemma is proposed by one of the civil servants: *“You have to talk specifically, then you have to say: the dynamic stream model has simulated on some different scenarios, now we are just trying to look at them, if the stakeholders thinks some of them looks good”* (Interviewperson 2). Also, the dynamic stream model cannot run simulations at meetings, this means that the ideas that the working group comes up with have to be cross checked with the dynamic stream model outside the session. The smart thing about using a model and a basic analysis of the Ryå catchment as a basis for the discussions and the holistic plan is that if everyone agrees and legitimize the model, then perhaps progress can be made and decisions executed in the catchment. However, the fear can be that the ideas will be neglected if they don’t fit into a model: *“It is a challenge and I would also say that you should not focus so much on the stream model, (...) we need people to come up with their ideas and then we can qualify them afterwards in the model set-up. So I think we should do it that way and not the other way around”* (Interviewperson 2).

Regarding generating new knowledge in the Ryå projects process, it seems that the type of knowledge that comes from the local working groups is practical knowledge of possibilities of including recreational functions in the wetlands project, whereas the knowledge generated from the working group are of a more overall character: *“On a local level, there were some wishes I did not know of before I had asked. For example there have been some wishes about having some boat sites at Ryå where the representative from the rural council actually said: ‘The municipality owns that area why don’t we use that area for something recreational.’ It is true that the municipality owns this area, but it is some people who sit in the other part of the municipality that manage it, which I had not actually thought of. (...) In relation to the working group, then one of the stakeholders suggested to see Ryå as three separate streams with their own personality, it was actually one in the working group that said it the first time”* (Interviewperson 2). This role of including multi-level knowledge into a holistic plan makes sense if the coordination and communication is dealt with. The overall idea with the Ryå project is that the knowledge generated from both the local working group and the working

groups should be implemented into the holistic plan. For now, it can be concluded that the working group members have only had a consultation role until now. The involvement of the working group has been limited to presentations and field visits. At the last meeting this was improved with more active involvement of the participants. However, if knowledge generation from the working group members should be included in the Ryå holistic plan other forms of involvement tools should be included with more time.

### **Conclusions on The role of Knowledge and Tools in co-governance process**

In the Ryå project, tools in the form of a dynamic stream model and a basic analysis is important for the project and for developing a common understanding of “facts” about the stream and catchment. These tools serve as basis for the discussions and knowledge generation in the working group and in their development of a holistic plan. It will be interesting to follow the project and dive into how this knowledge will be used in the final Ryå holistic plan in the future.

## Annex 1. Guiding (thematic) questions used in the interview

### Indledende spørgsmål:

- Hvem er du?
- Hvad handler Ryå projektet om?
- Hvad er din rolle i Ryå projektet?
- Hvordan er projektet organiseret?
- Hvordan er interessenter involveret?
- Hvordan vil du definere interessant involvering?
- Kender du til WaterCO-governance projektet

### Motivation

- Hvad synes du var det overordnede formål for projektet? Har dette formål været støttet af alle / de fleste interessenter?
- Hvad var det sande mål for processen?
- Forholder det sig til det officielle formål?
- Er I blevet enige om målet? Var det et godt mål?
- Hvad håber du at opnå ved at gennemføre projektet, dvs. hvad er det umiddelbare mål?
- Hvad var dit mål med at deltage i Ryå projektet? Hvorfor deltog du?
- Hvem eller hvad er modtagerne af projektet?
- Hvad er målestokken for succes (eller forbedring) for projekter?
- Føler du dig forpligtet til hvad der bliver besluttet i projektet?
- Kan du give et eksempel på, hvor du eller andre interessenter skal henviser til resultaterne fra helhedsplanen? Tror du det vil ske?

### Kontrol og beslutningstagning

- Hvad angår projektet, hvem træffer de vigtigste beslutninger om, hvad der skal gøres?
- Hvilke komponenter af projektet styres af de vigtigste beslutningstagere?
- Er der forhold som har aktiveret i positiv forstand eller forhold som har begrænset projektet og hvordan har disse forhold (udfordringer) påvirket dit valg af, hvem du arbejder med eller hvordan du indgår i projektet?
- Hvilken rolle tager myndighederne i helhedsprojektet? Synes du det er passende?



### Spørgsmål til Facilitatoren / initiativtager:

- Hvordan skal resultatet af processen indgå i det overordnede administrative system?

### Spørgsmål til stakeholders:

- Hvad vil der ske med resultaterne af processen?
- Hvilken form for støtte ville du have brug for fra andre administrative niveauer (regionalt / nationalt), hvis du vil forbedre den nuværende medbestemmelsesindstilling? Er det forudsat?

### Selve møderne

- Hvad synes du om diskussionerne i projektet?
- Har nogen styret diskussionerne? Hvis ja, hvilken indvirkning har dette haft?
- Har nogen taget lederskab i gruppen? Hvilken slags indvirkning har den haft?
- Har du opfattet nogen konflikt under diskussionerne? Hvis ja, hvordan blev de behandlet?
- Var der en konflikt? Hvordan blev det behandlet?
- Har der været nogen moderator/facilitator?
- Hvordan har du opfattet moderatorerne/facilitatorerne? Hvad gik det godt? Hvad kunne have været anderledes?
- Hvordan opfatter du facilitatorens rolle? Styrker? Svagheder?
- Hvad er styrken og svaghederne i processen?

### Kilder til ekspertise

- Hvordan er ny viden udviklet / produceret?
- Hvordan (og af hvem) er vidensproduktionen taget hånd om?
- Er der blevet brugt nye involveringsværktøjer?
- - Hvad er værktøjernes rolle til at omfatte ny viden (fx mark-vandløbsvandring, borgerinddragelse, møder, forelæsninger / præsentationer)?
- Hvordan har du udviklet den viden og de færdigheder, der er nødvendige for at gennemføre projektet?
- Hvis viden, ideer og perspektiver er blevet taget i betragtning ved udformningen (eller ved forbedringer), i forbindelse med projektet?

- I forbindelse med dette projekt føler du at du har lært noget? Kan du give et eksempel?  
Lærte du noget nyt om vandforvaltning? "
- Blev der som led i udarbejdelsen af projektet givet nye indsigter? Hvis ja, kan du give et eksempel på dette?
- Var du konfronteret med oplysninger, som ikke levede op til dine forventninger? Hvordan har du håndteret dem?
- Opfatter du en ubalance med hensyn til den relevante ekspertise i projektet? Hvis ja, er der nogen indvirkning?
- Afsluttende bemærkninger: Er der noget andet, som du gerne vil tilføje, der ikke er dækket allerede?