Governance Model for Energising Deltas: Three Roadmaps

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Complex and non-linear processes:

- Innovative technologies, non-proven concept (scale)
- Always public-private (and civic) challenge
- Relying on additional use of the water work, adjacent to its formally vested tasks
- In many cases different government agencies involved
- Financing and investing rely on multiple sources, beneficiaries and ROI-regimes.
## The puzzle and its pieces

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<td><strong>Who has the idea and takes the initiative?</strong></td>
<td>How does the Public Asset mgr. wants to manage its water works?</td>
<td>What are the conditions for construction, operation and maintenance?</td>
<td>What are the roles and responsibilities of the public and private partners?</td>
<td>Which objectives and functions are Included?</td>
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Pasting the pieces together: Three Main Roadmaps

Roadmaps are not blueprints but navigating devices!

Source: www.hockey-academy.nl

Roadmap 1: Public ED with aid of the private sector
Roadmap 2: Private sector ED, facilitated by the public sector
Roadmap 3: Genuine Hybrid Business Case
Roadmap 1: Public ED with aid of the private sector

Conditions: Emphasis on Public Tasks Water Mgt. and Ambitions Sustainable Energy

Initiative

Asset Management Style

Exploitation Model

Arrangement

Societal Business Case

Public Asset Manager

Integrative

Part of the formal tasks and work processes of the Public Asset Manager

Contracting private services via public tender: ESCo / DBFM OR: DIY with SMART buy-in

Ambitions of Public Asset Manager, combined with suitable business case private sector
Roadmap 2: ED by the private sector

Conditions: Emphasis on Creating Opportunities for Private Sector Firms

Private Sector Firms

- Accommodating Facilitating
- Concession (through public tender). Permits: agreements on interference and monitoring

(private) ROI as part of Roles & Responsibilities

Coupling with Tasks of Public Asset Manager. Connecting to policy agendas of other government agencies. Broader scope for other functions. Allowing for public revenues.
Roadmap 3: Genuine Hybrid Business Case

Conditions: Mutual advocacy for enabling Public Tasks and achieving Private revenues

- Initiative
- Asset Management Style
- Exploitation Model
- Arrangement
- Societal Business Case

Entrepreneurial.

Public-private Co-production.

Alliancing, fair sharing of costs and benefits.

Multiple and Hybrid. Alliance for exploitation of hybrid water work.

All interests served are included. All beneficiaries are co-owners of the initiative.
‘Developing a Roadmap’…..

Is highly depending on:

The *negotiated story* behind the intended ED-project: values, interests and (formal) policy agenda that determine its scope and argumentation.

The *institutional conditions*: formal tasks and non-formal attitude of the Public Asset Manager, level of advancement of water management and energy supply, experiences with public-private-(civic) relationships.
More or less the same, with additional aspects:

• Context: Urgency, Policy Priorities, Stage of Advancement

• Coalitions: PPP-readiness, long term relations, knowledge as USP?

• Culture: local agent and partners (reputation, right level), protectionism vs. ‘hungry for knowledge’ (copy cats)

• Conditions: trade missions, conferences & faires.
Methodology and Acknowledgments

Methodology:
• Literature review; scientific and practice based sources
• Websurvey (Dutch) PPP-project managers
• In-depth case study analysis
• In-depth interviews, practitioners workshops

Acknowledgments:
• The entire ED-consortium, interviewees (project managers at RWS and Water Boards and Experts in Knowledge Institutions), participants of the workshops.