



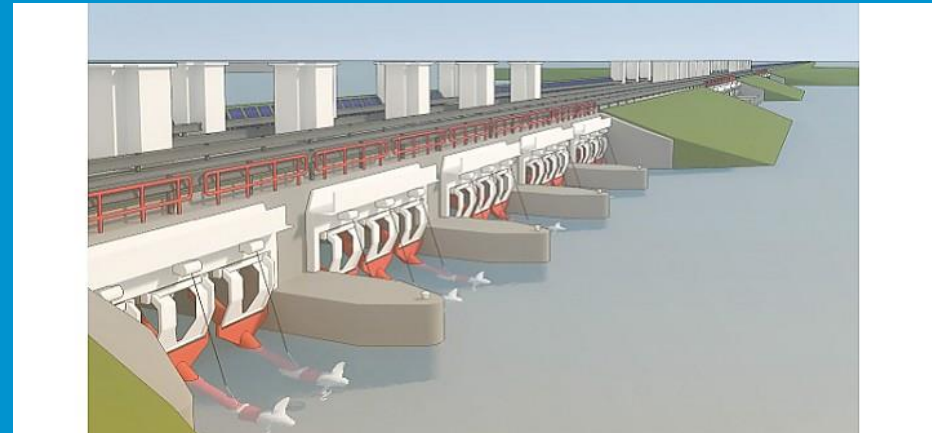
energising
deltas



Investing in your future. Energising deltas is partly financed by the European Regional Development Fund of the European Union.

Governance Model for Energising Deltas: Three Roadmaps

Mike Duijn & Arwin van Buuren, Public Administration, EUR.





Content of the presentation

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Introduction

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.



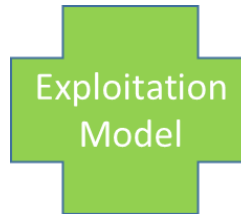
The puzzle and its pieces



Who has the idea and takes the initiative?



How does the Public Asset mgr. wants to manage its water works?



What are the conditions for construction, operation and maintenance?



What are the roles and responsibilities of the public and private partners?

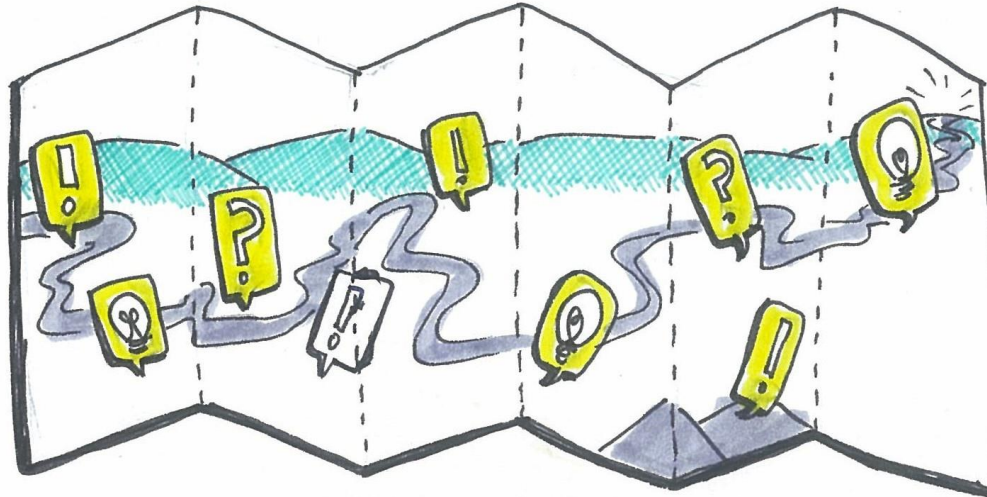


Which objectives and functions are Included?



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



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

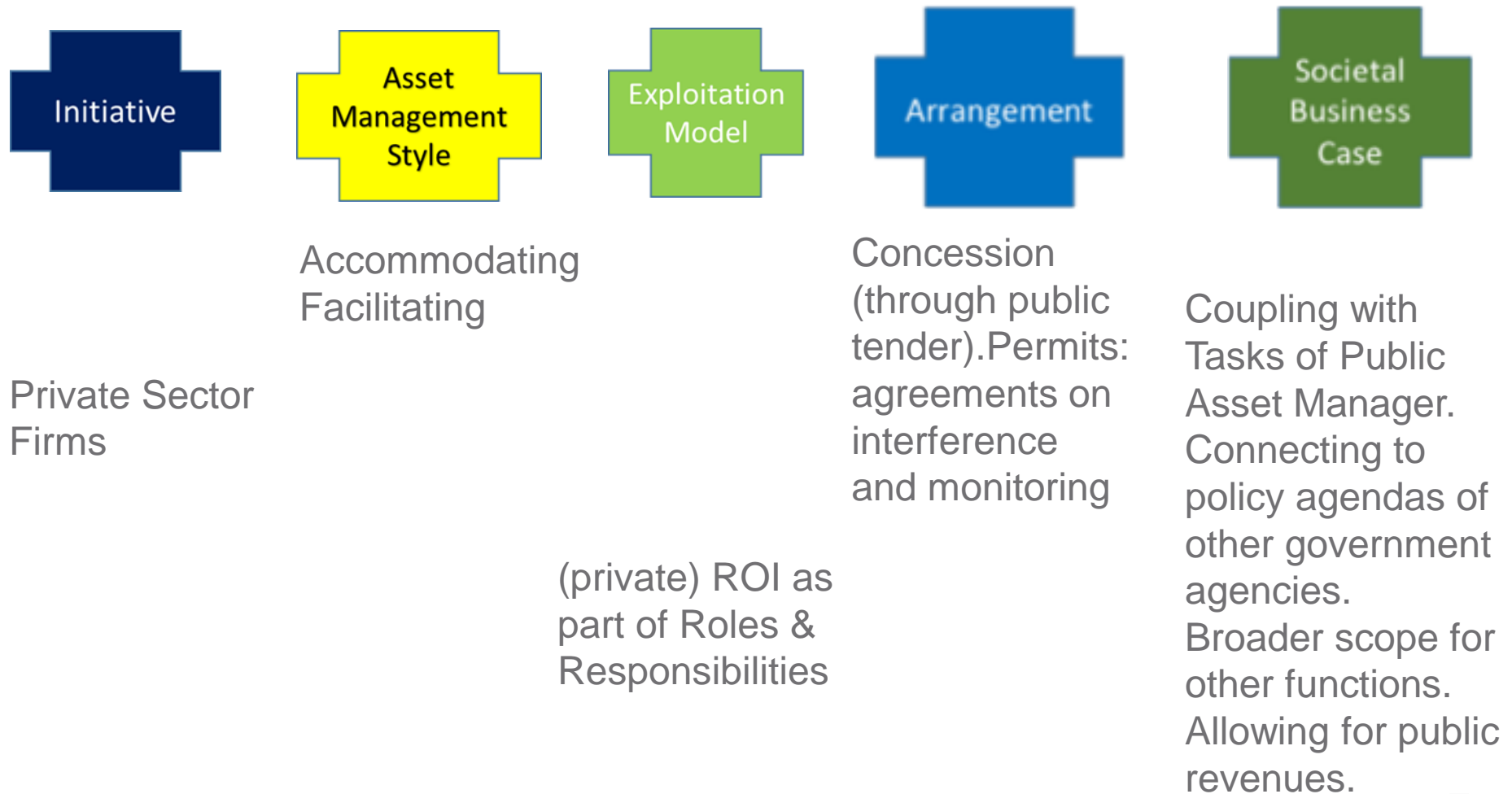


Ambitions of
Public Asset
Manager,
combined
with suitable
business case
private sector



Roadmap 2: ED by the private sector

Conditions: Emphasis on Creating Opportunities for Private Sector Firms





Roadmap 3: Genuine Hybrid Business Case

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



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.



‘Developing a Roadmap’ Abroad

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.