Integrated Watershed Planning: Pitfalls, Prospects and Perspectives
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The Integrated Watershed Management Plan

An Integrated Watershed Management Plan (IWMP) is a guiding document for use by stakeholders, which sets out the collective watershed vision, goals, objectives, and targets for addressing key issues and includes strategies for managing activities, monitoring results, and updating the plan.

Embedded Concepts

- Natural resources are best managed on a **watershed** basis

- **Healthy ecosystems = healthy communities**

- Managing natural resources is a **shared responsibility**; includes stakeholder participation and **shared implementation**

- **Transparent and responsive** decision making which considers a broad range of uses, needs and values for both humans and the environment

- **Effective and efficient** management – adaptive, continuous improvement, best value solutions, best available science, local knowledge; pooling of resources

- **Requires Integration** across:

  - ❖ resource issues, goals & outcomes
  - ❖ geographic & political boundaries
  - ❖ disciplines & scientific methods
  - ❖ spatial & temporal scales
  - ❖ stakeholders
  - ❖ funding sources (public & private)
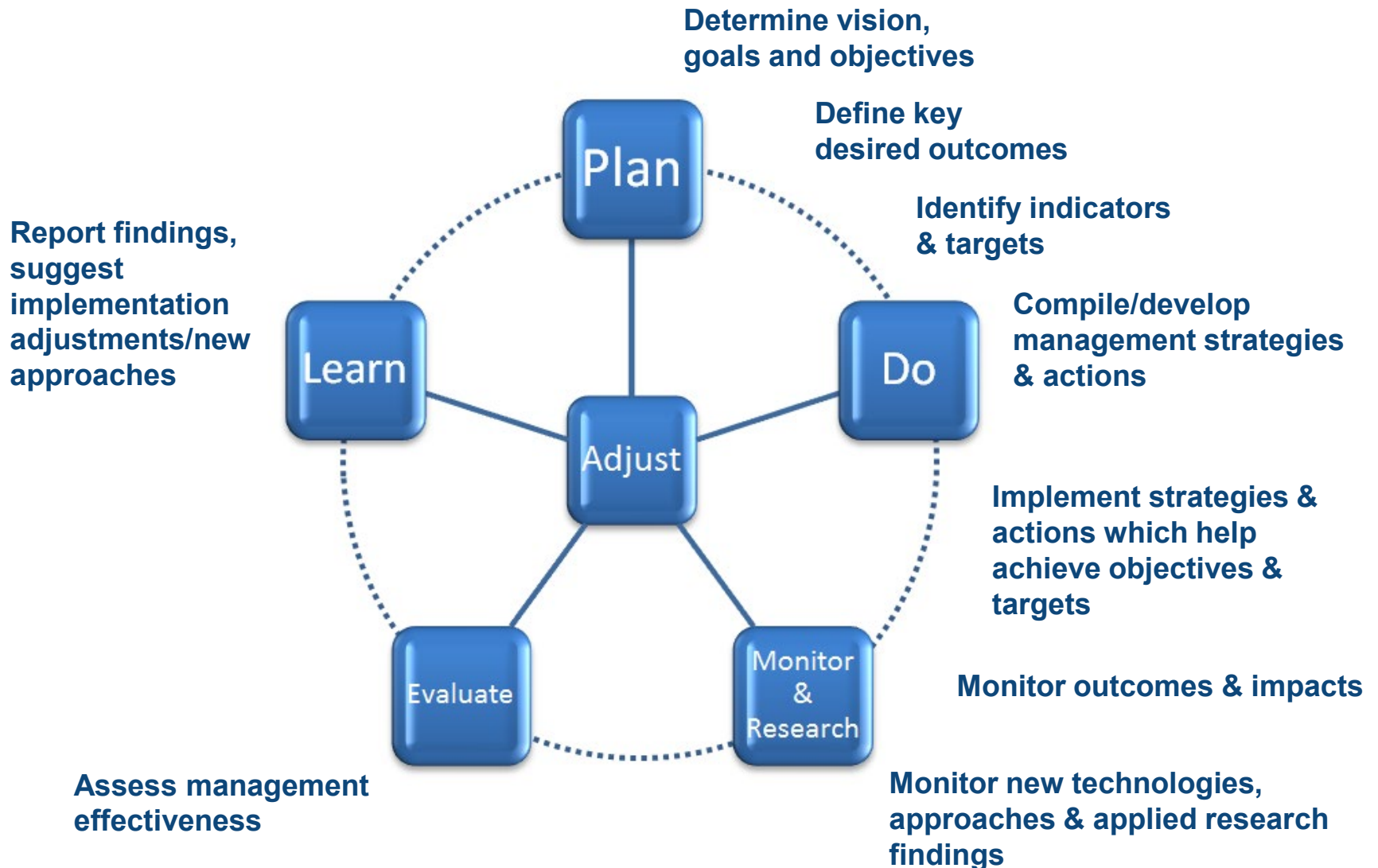
Integration v. Comprehensiveness
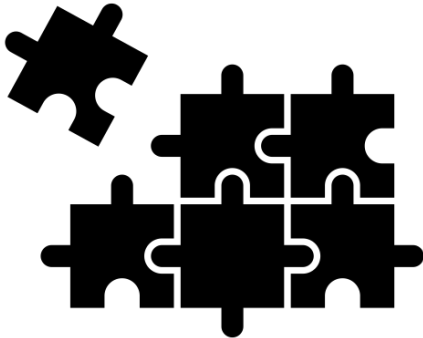
Making a distinction between 'comprehensive' and 'integrated' approaches is important in determining scope.

Comprehensive = complete; including all or nearly all elements or aspects of something

Integrated = with various parts or aspects linked or coordinated

The IWM process

Determine vision, goals and objectives

Define key desired outcomes

Identify indicators & targets

Report findings, suggest implementation adjustments/new approaches

Compile/develop management strategies & actions

Plan

Learn

Do

Adjust

Implement strategies & actions which help achieve objectives & targets

Evaluate

Monitor & Research

Monitor outcomes & impacts

Assess management effectiveness

Monitor new technologies, approaches & applied research findings

Challenges for IWM

- Resource issues are unclear, complex, interrelated, & interdependent

- Scientific evidence to inform decision making is lacking at the watershed scale

- Monitoring data is not collected/assessed on a watershed basis

- Agency and stakeholder roles, mandates and responsibilities in environmental matters are fragmented

- Actions are autonomous, but often uncoordinated, piecemeal, and single issue-oriented (and counterproductive)

- Control & trust issues may prevail

Overcoming challenges

What is required?

- A shared vision, clear targets and goals among partners; collaboration is essential *(look for areas of agreement/principles)*

- A focus on key issues; phased implementation
  (don't try to do everything at once)

- A coordinating mechanism

- An incremental, adaptive planning approach

- **An ongoing and participatory process**

- Reliable, valid, and appropriate data and technical and communicative decision-support tools *(watershed characterization)*

- Public education and community stewardship

- Dynamic leaders

- Small successes to celebrate together
  (Adapted from 10 Lessons Learned, US EPA)

- Partnerships for funding and implementation

# If done well, IWM provides
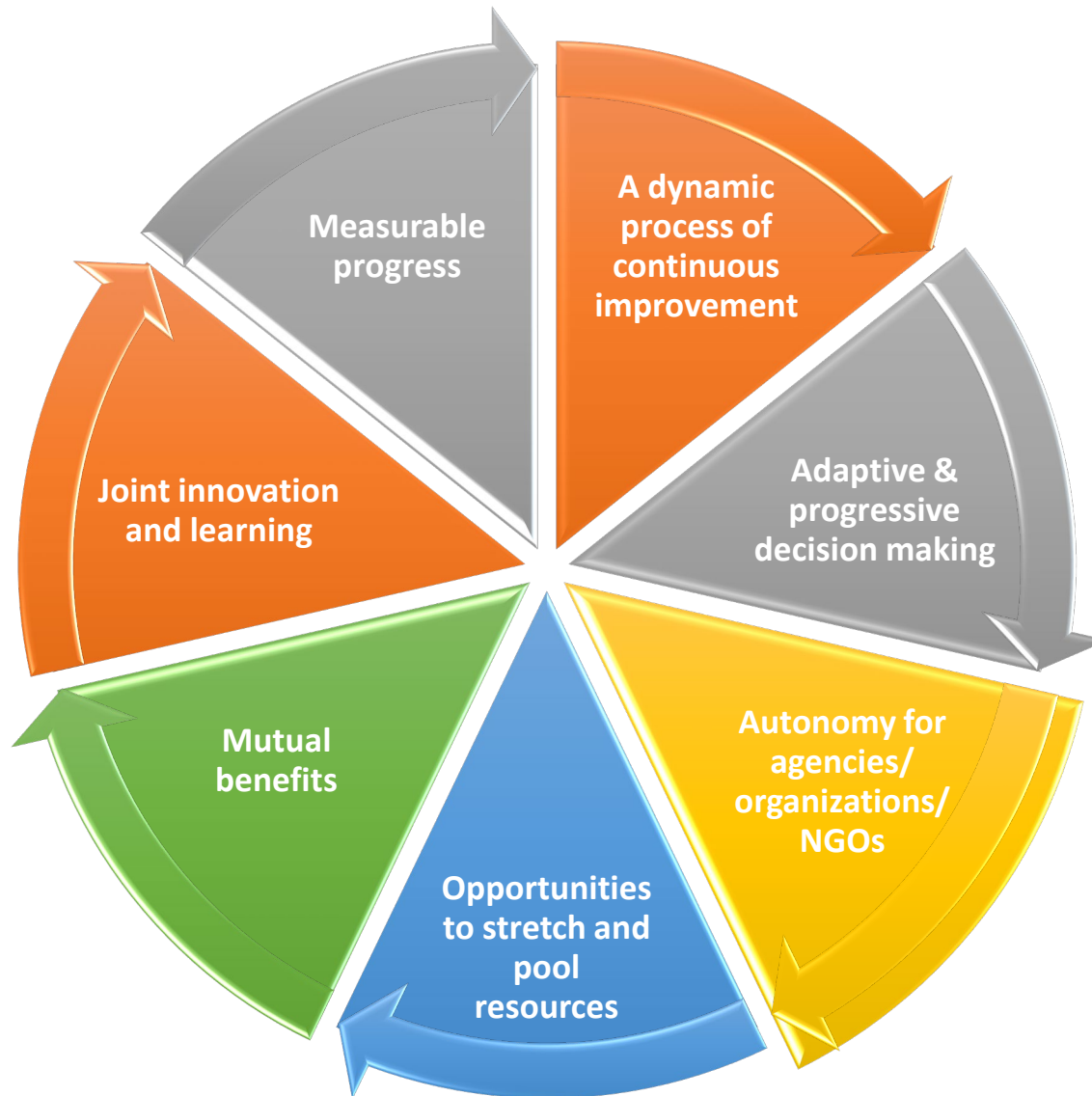
What is Governance?

How people influence and collectively make decisions about common interests, both formal and informal – and how those decisions are held to account.

Collaboration is required because no single actor, public or private, has the competence [or capacity] to unilaterally address complex problems (Stoker 1998).

Moving from Coblaboration to Collaboration
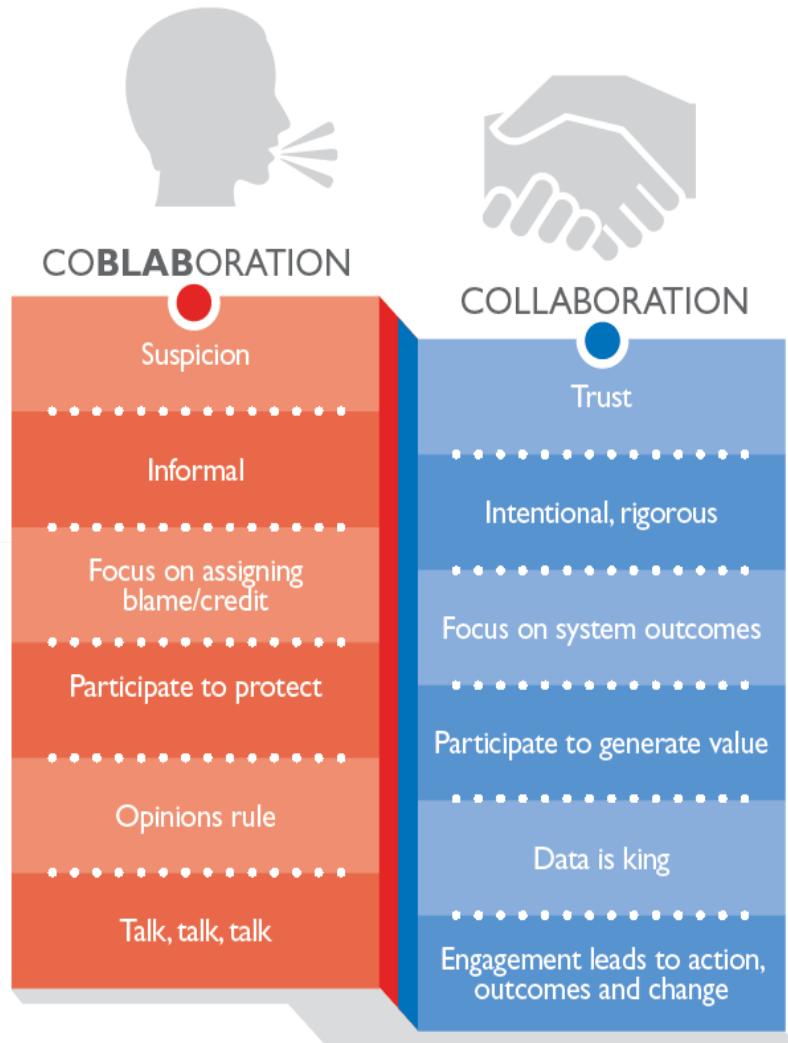
Trust is key!

How is trust built to support a collaborative approach?

(Source: Thompson, C., A Handbook from the Fund for Our Economic Future, 2016)

Governance Approaches

Mix of top-down, bottom-up governance models, building on a participatory approach
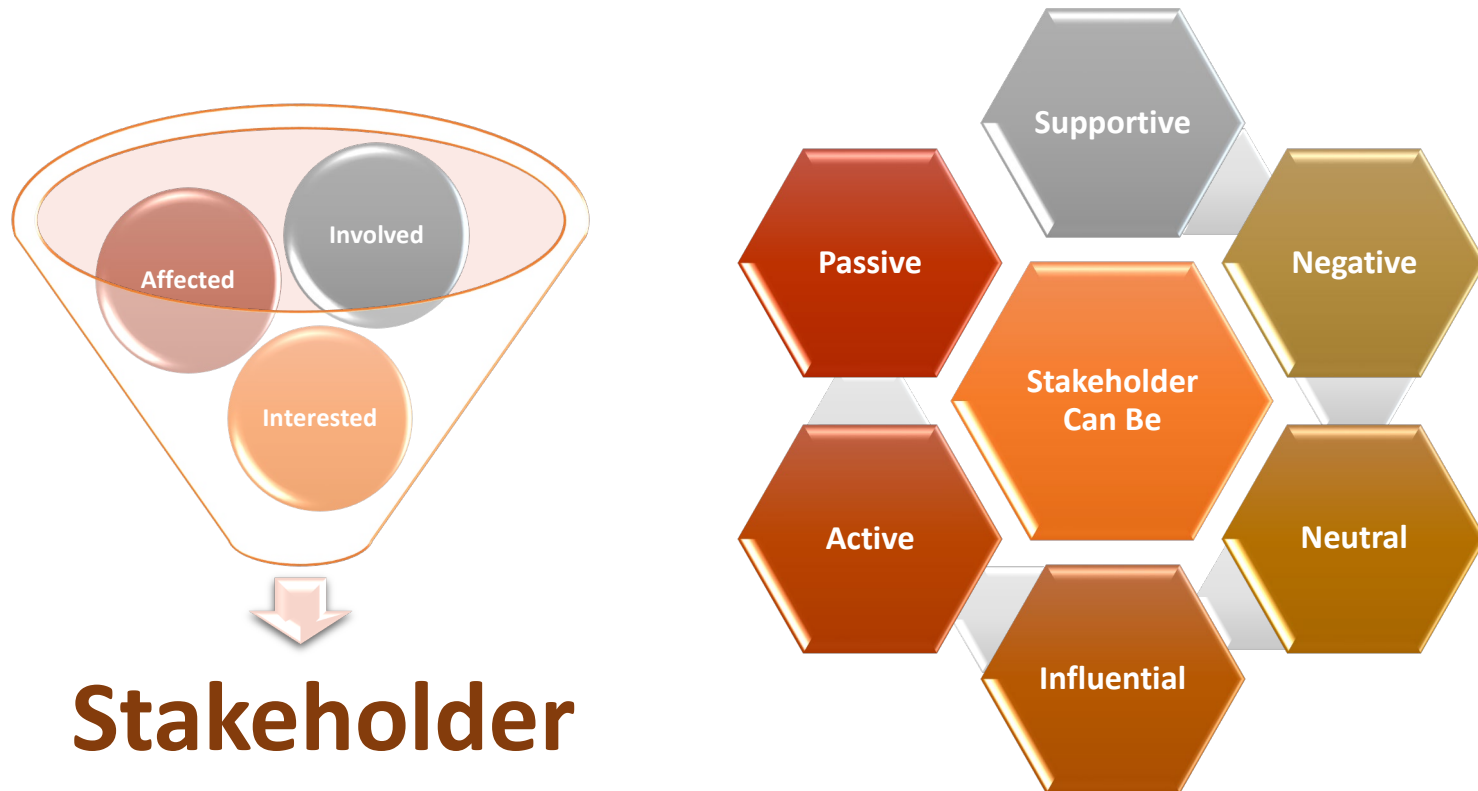
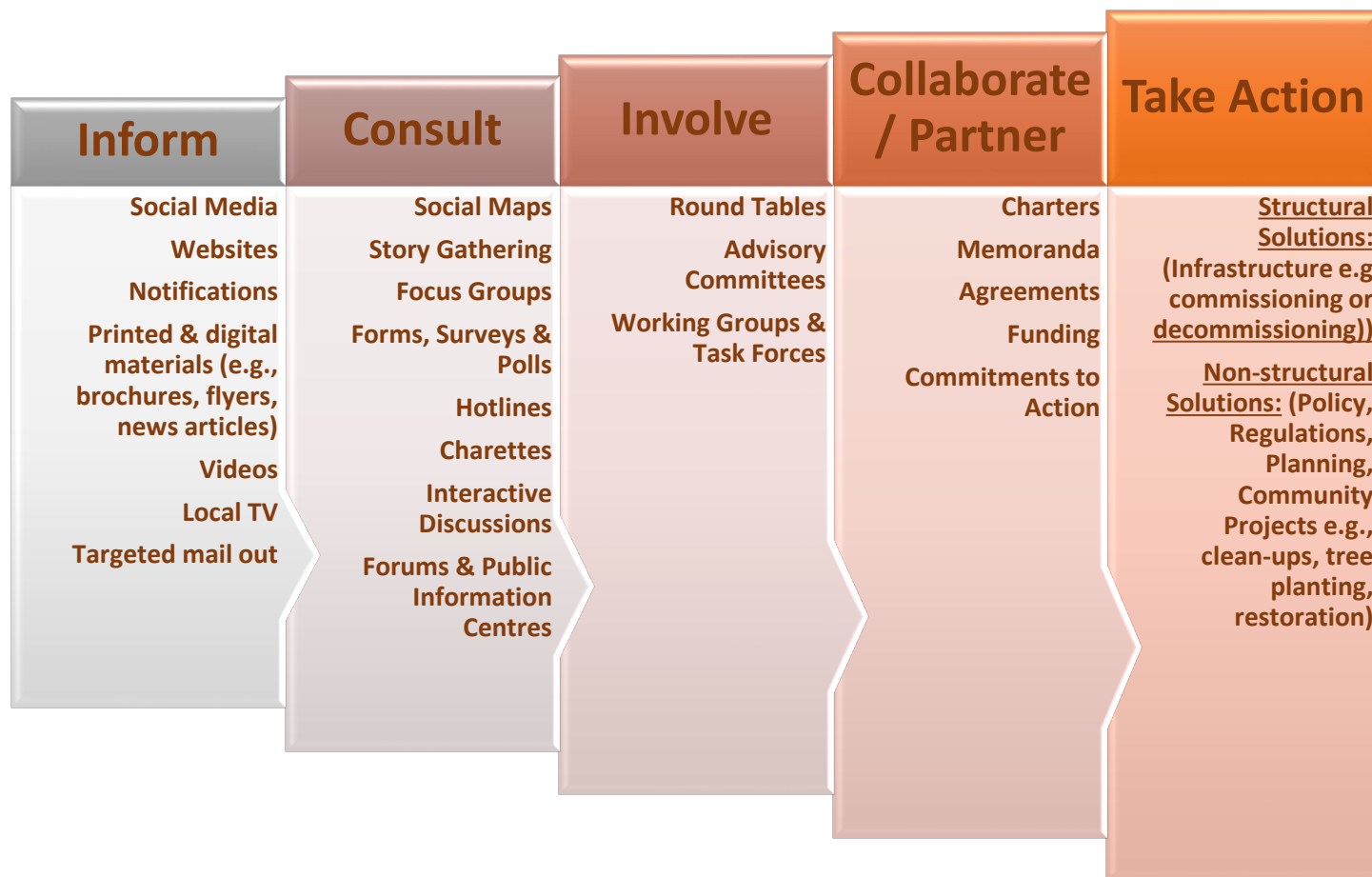**Centralized; de-centralized or blended decision making**

Types of Partnerships

Examples of Three Partnership Models		
Cooperative Model	**Collaborative Model**	**Integrated Model**
Each partner: • maintains its own decision-making responsibility • remains autonomous • retains own identity • has own staff & budget • has full responsibility for its actions	Each partner: • shares decision-making responsibility & authority • has particular roles and responsibilities • is accountable to the other • contributes resources • surrenders some measure of its autonomy	Each partner: • transfers decision-making authority to a new structure/new entity • integrates its resources with other partners • administers according to common policies and procedures • surrenders a considerable amount of its autonomy
Decision Making • by consensus • agreement not necessary in all cases	**Decision Making** • by consensus • agreement necessary	**Decision Making** • by vote if necessary • agreement necessary

Who are your stakeholders?

Engagement

Inform	Consult	Involve	Collaborate / Partner	Take Action
Social Media	Social Maps	Round Tables	Charters	Structural Solutions: (Infrastructure e.g commissioning or decommissioning))
Websites	Story Gathering	Advisory Committees	Memoranda	
Notifications	Focus Groups	Working Groups & Task Forces	Agreements	
Printed & digital materials (e.g., brochures, flyers, news articles)	Forms, Surveys & Polls		Funding	Non-structural Solutions: (Policy, Regulations, Planning, Community Projects e.g., clean-ups, tree planting, restoration)
	Hotlines		Commitments to Action	
Videos	Charettes			
Local TV	Interactive Discussions			
Targeted mail out	Forums & Public Information Centres			

Champions of Change

- A *backbone organization* plays a coordinating and linking role to ensure the success of a multi-sector, community-based initiative.

- Backbone organizations play a complex, behind-the-scenes role in the success of these collective impact initiatives.

- They are the "glue" that builds and sustains the initiative.

- Over the lifecycle of an initiative, they

  - ✓ Guide vision and strategy
  - ✓ Support aligned activities
  - ✓ Establish shared measurement practices
  - ✓ Build public will
  - ✓ Advance policy
  - ✓ Mobilize funding

Shared Measurement System

Common Agenda

Mutually Reinforcing Activities

Open, Continuous communication

Backbone Organization

Make-up of Round Table?

Based on:
- Terms of Reference *(roles & responsibilities)* & expectations *(purpose/outcomes)*
- Range of perspectives
- Equity, Inclusion & Diversity considerations
- Required time commitment
- Strength of tie to constituency
- Level of influence
- Available technical & staff support
- Other opportunities for public input provided
- Strong leadership from Chair
- Method of communication & structure of meetings

Top Ten Practice Barriers

1. **Unclear purpose**
   - Online this may mean an unclear prototype / possibility
2. **Unable to continually demonstrate value for effort**
3. **Lack of champion (s)**
   - There is there no one responsible for building trust & moving info around
4. **Unwillingness to invest in relationships**
   - not paying enough attention to people or incentivizing their participation
5. **Unable to listen to each other**
   - How do people know they have been heard?
6. **Spending too much time on decision making**
   - And not enough on learning
7. **Inappropriate decision making processes**
   - Use of coercion, selling, voting, rushing to action instead of consensus.
   - No failsafe mechanisms
8. **People fail to treat partners as partners**
9. **People are too trusting of contracts**
10. **Your (their) organization does not fully support the decisions of the partnership.**

Source: Collaborative Co-Governance: A checklist approach to collaboration, presentation & panel discussion to the 64th Annual Conference of IPAC, Aug 19-22, 2021 by Christopher Wilson, Centre on Governance, University of Ottawa

Operational Guide

DO

- Be clear about your objectives; know why you are partnering
- Develop "rules of engagement" for interactions
- Develop "principles" for agreement
- Be clear about each partner's roles, responsibilities & expectations
- Develop road map and process milestones to measure progress
- Be organized & clear on decisions & actions to be taken by members
- Build on each partner's strengths & successes
- Develop trust by being open, transparent and honest
- Speak up & communicate openly; be prepared to resolve differences as they arise
- Follow the adage "Improve or approve"
- Provide solutions rather than criticisms

Solutions Oriented – Results Driven

- Use the 80/20 Rule (Pareto Principle)
- See the "big picture" but focus on a little bit at a time
- Show you are listening & valuing all input; everyone's opinions count; should be reflected in any materials or products
- Look at what is already done, what partners are already committed to and fill in the gaps
- Measure & report on progress
- Acknowledge and celebrate successes
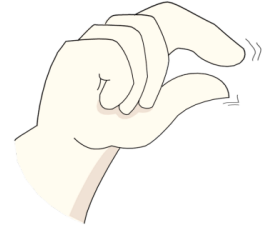
References

- The Partnership Toolkit: Tools for Building and Sustaining Partnerships https://www.sparc.bc.ca/wp-content/uploads/2016/12/the-partnership-toolkit.pdf

- Collaboration Booklet by Chris Thompson https://www.thefundneo.org/collaboration-handbook/

- Veale, B. and S. Cooke, "Implementing integrated water management: illustrations from the Grand River watershed," in <u>International Journal of Water Resources Development</u>, Vol. 33, No. 3, 375-392.