

Idea Lab –

Moving from governance challenges to project opportunities

Input presentation

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**Zooming-in on
Governance**



Alps with thematic glasses ...



Governance perspective



Alps with governance glasses

across borders

Governance structures

Between scales

Processes

Mechanisms

Participatory

- Knowledge
- Networks
- Hierarchies
- Institution

Definitions - Governance

Governance is the sum of the many ways...



in which **individuals** and **institutions, public and private**, manage their common affairs.



It is a continuing **process** through which **conflicting or diverse** interests may be accommodated and **cooperative** action may be taken.



It includes **formal institutions** and regimes empowered to **enforce** compliance,



as well as **informal arrangements** that people and institutions either have agreed to or perceive to be in their interest.

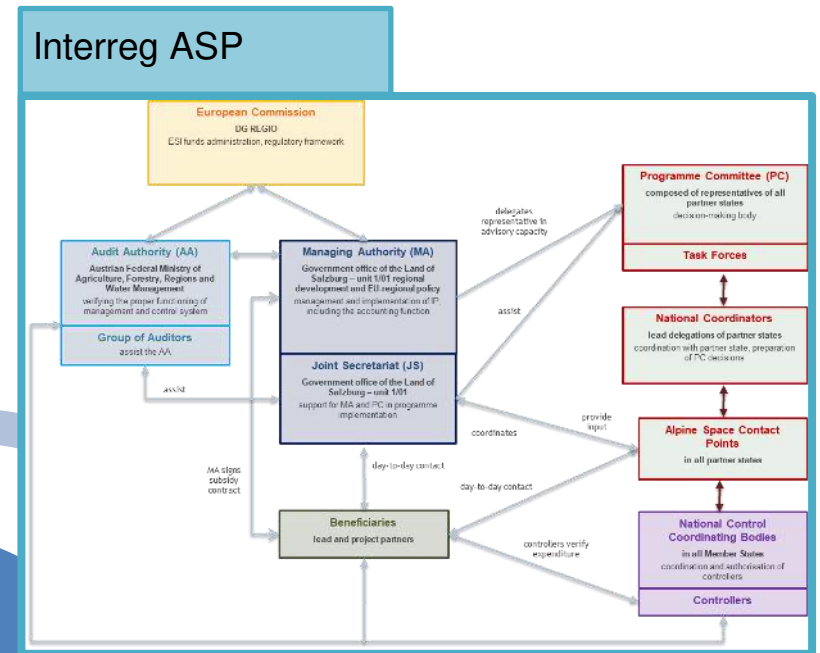
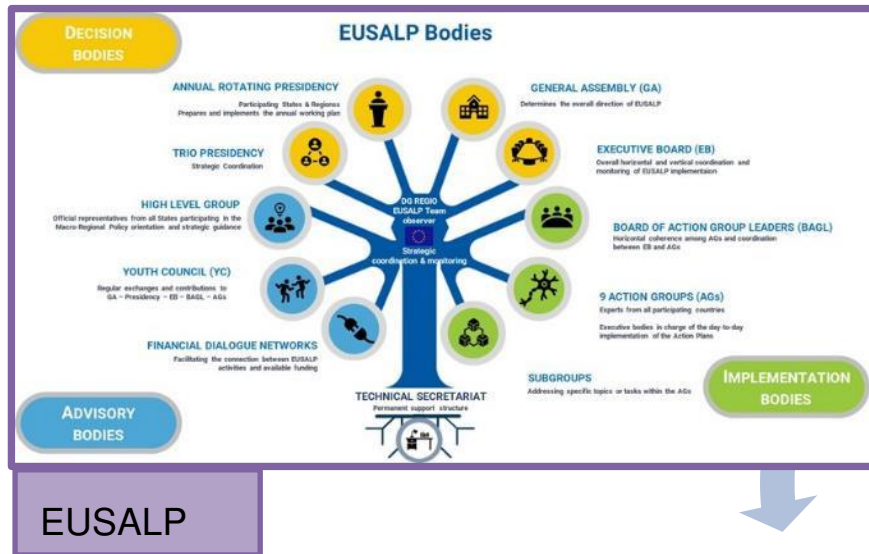
(Commission on Global Governance 1995).

→ Governance thus involves the “**steering and coordination**” of **socio-political processes** with the aim to **manage interdependencies** between **different actors, levels, and sectors**.



**Governance...
a long history in the
Alpine region**

Governance structures today...



Organisation

The work of the Alpine Convention is divided between several organs, rather than carried out by one body. Each of them is responsible for a specific aspect of the Convention and together they contribute to its implementation.

The highest body of the Alpine Convention is the Conference of the Contracting Parties, referred to as the Alpine Conference. The responsible Ministers of the Contracting Parties and their delegates usually meet every two years. The meeting is chaired by the Contracting Party that is holding the Presidency of the Convention. As the political decision-making body, the Alpine Conference discusses the objectives and establishes the political measures for the implementation of the Alpine Convention.

The Permanent Committee of the Alpine Conference is set up as an executive body and meets usually twice a year. The Permanent Committee consists of senior delegates of the Contracting Parties. Representatives from other institutions and NGOs attend the meetings of the Permanent Committee as observers.

In 2002 the Alpine Conference established the Permanent Secretariat of the Alpine Convention. As the operating hand of the Alpine Convention its main tasks consist of providing administrative and technical support for the implementation of the Convention and its Protocols, public relations, supporting scientific information about the Alps and the Observation and Information System for the Alps (SOIA). The Permanent Secretariat has its seat in Innsbruck (AT) and an operational branch office in Bolzano/Bozen (IT). A Secretary General is appointed as the head of the Permanent Secretariat.

Thematic Working Bodies (Working Groups and Boards) are chaired by individual Contracting Parties (the presidency can also be shared between two of them) and composed of experts nominated by the Contracting Parties. The Thematic Working Bodies usually work under two-year mandates and can count on the active participation of Observer organisations.

Alpine Convention

... and traditionally...

Governance of commons –
Alpine pastures and meadows
Structures: collaborative governance
Mechanisms: formal & informal
agreements, social sanctions



... and even more historic

Irrigation systems / „Waale“

Structures: cross-border and cross-sectoral governance

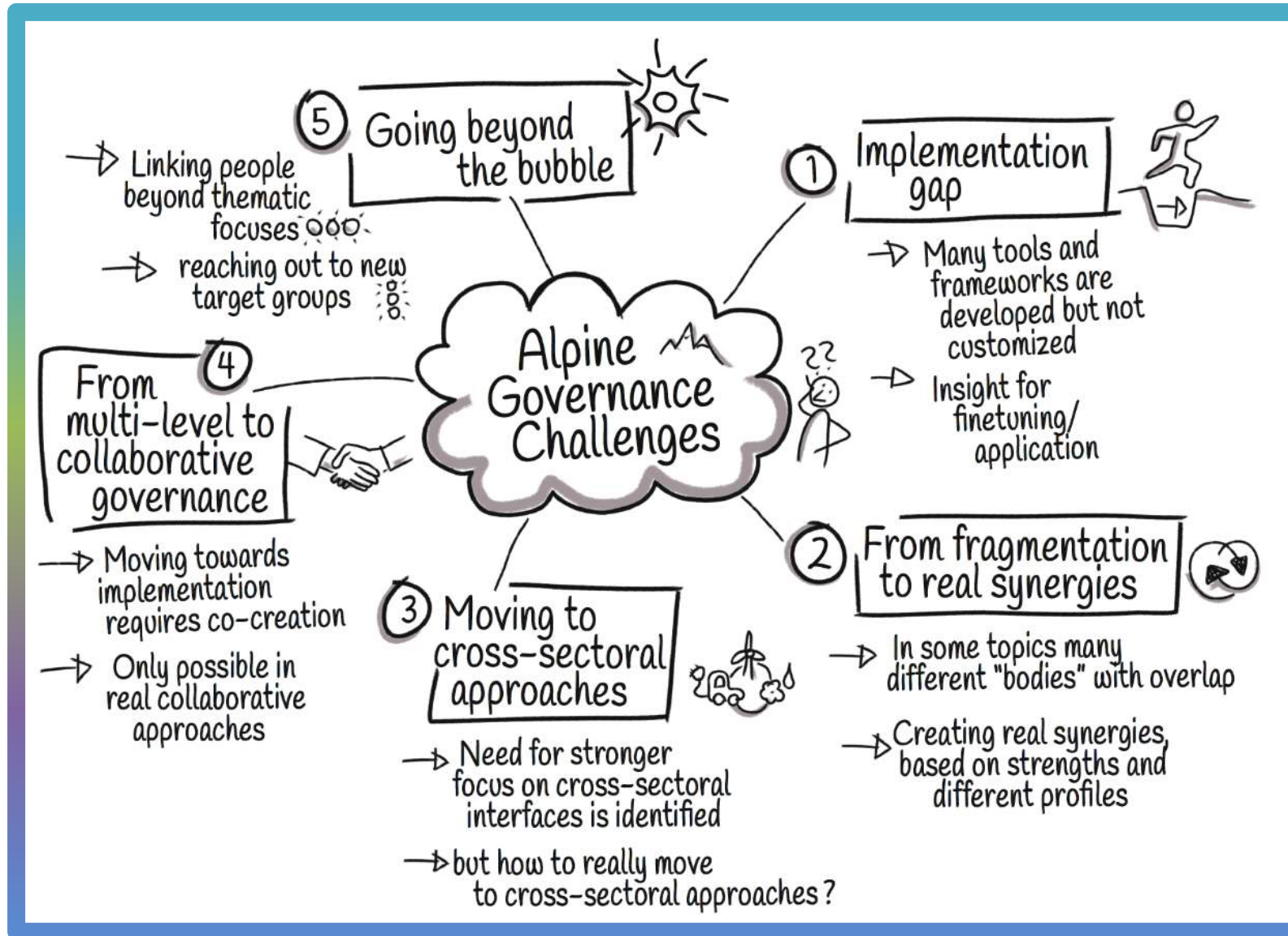
Mechanisms: Formal and informal networks, knowledge,





**Introduction
to the Governance
Challenges**

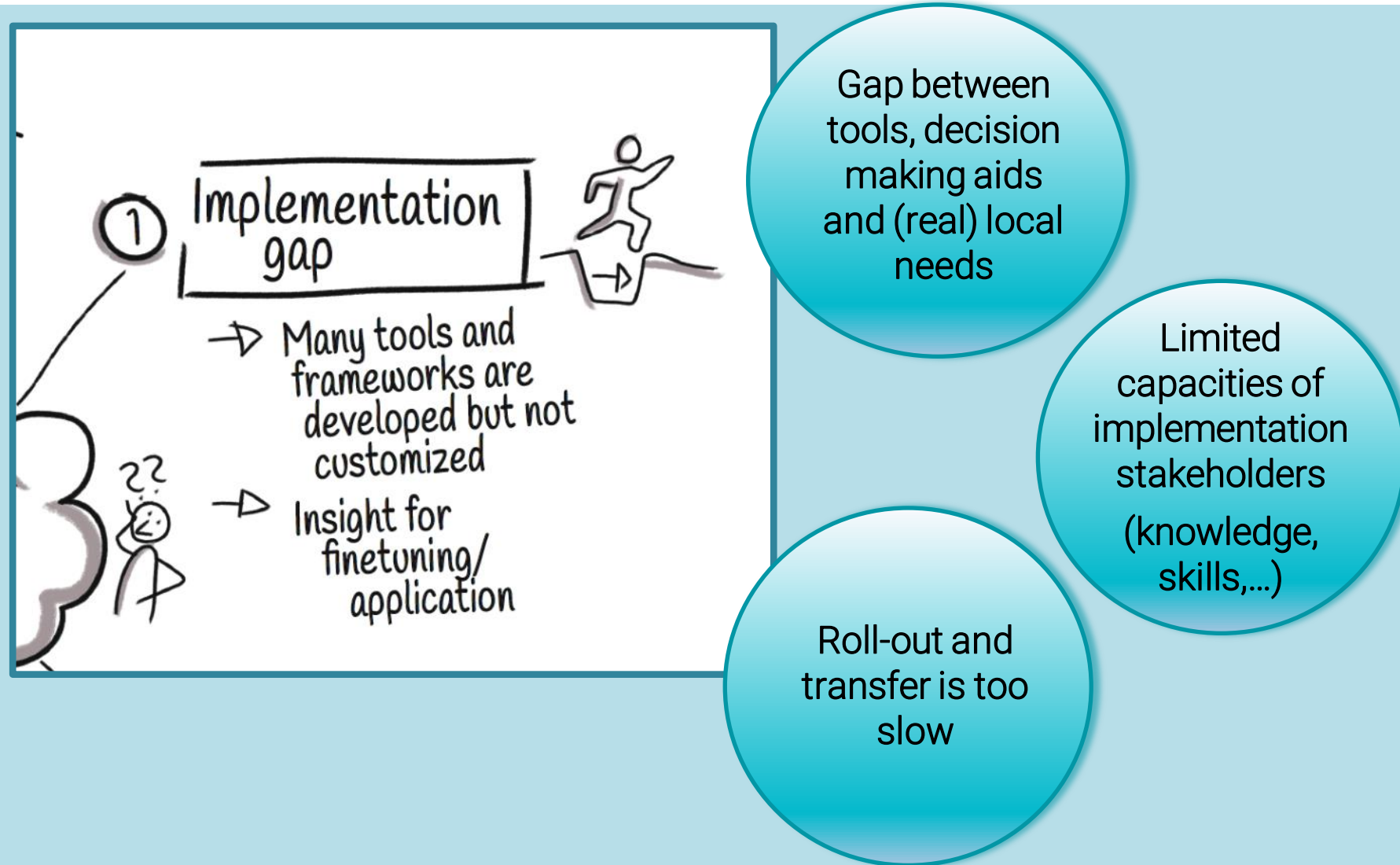
Alpine Governance Challenges



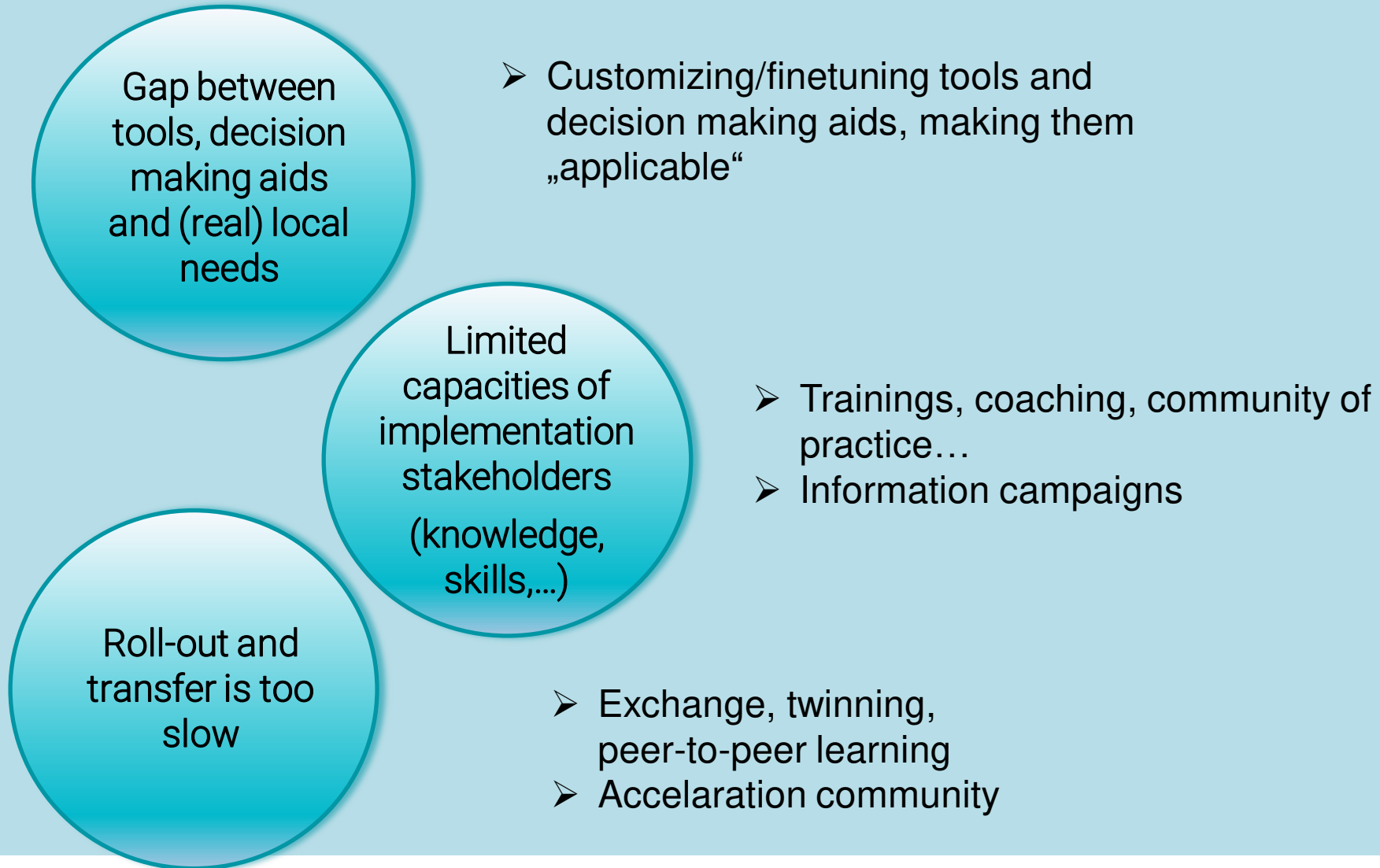
Implementation gap



Implementation gap – Underlying problems



Implementation gap – Possible solutions



From fragmentation to real synergies



From fragmentation to real synergies – Underlying problems

“Working in containers”

Each structure has developed own thematic groups

Limited coordination, sharing of tasks,...

② From fragmentation to real synergies 

→ In some topics many different “bodies” with overlap

→ Creating real synergies, based on strengths and different profiles

From fragmentation to real synergies – Possible solutions

“Working in containers”

Each structure has developed own thematic groups

- Informal exchange platforms (Chathamhouse...)
- „Coordinate the coordinators“
- „Network of the networks“

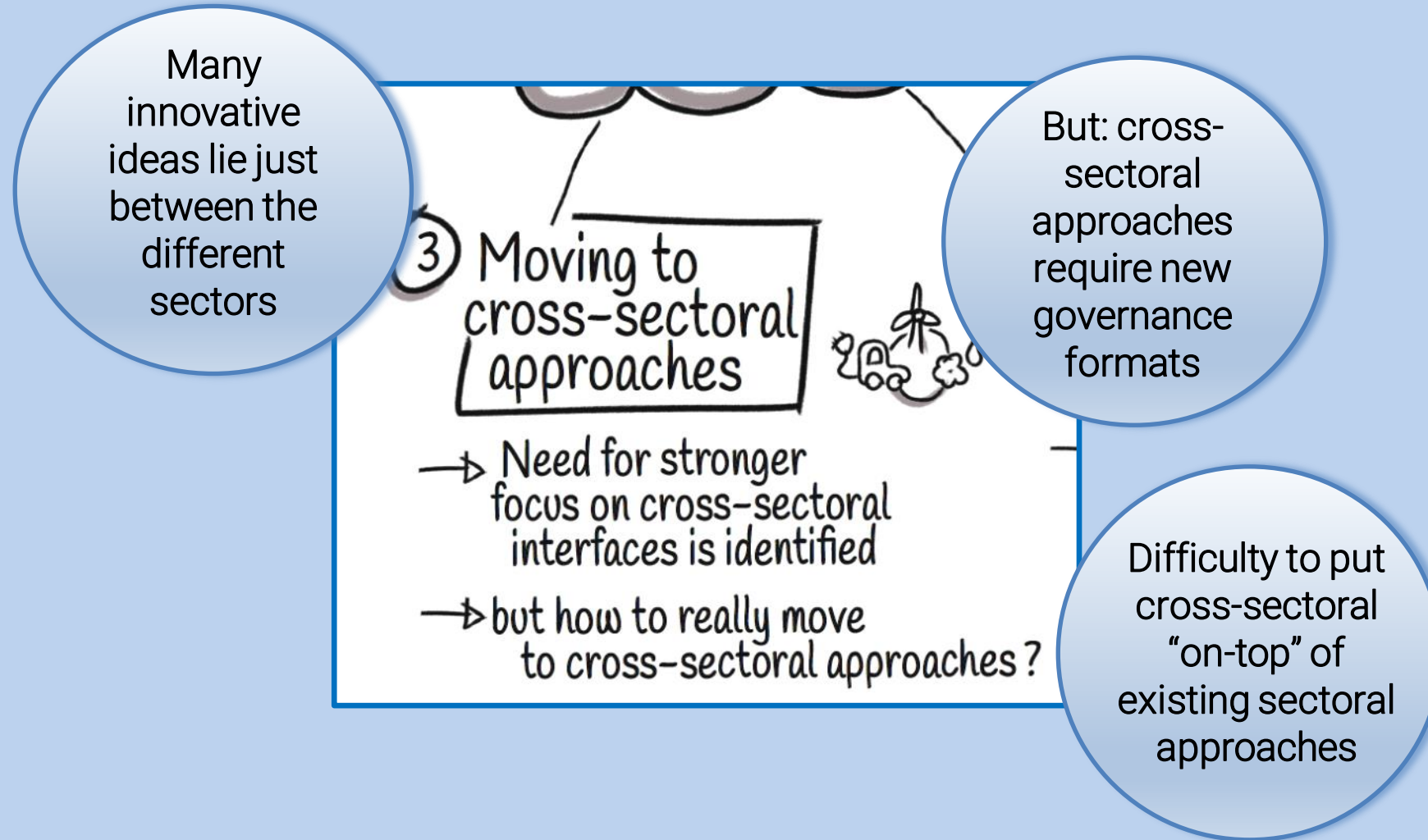
Limited coordination, sharing of tasks,...

- Joint cluster initiative
- Flagship approaches...

Moving to cross-sectoral approaches



Moving to cross-sectoral approaches – Underlying problems



Moving to cross-sectoral approaches – Possible solutions

Many innovative ideas lie just between the different sectors

- Cross-sectoral initiatives as good way forward
- But: cross-sectoral also requires integration of new stakeholders that work at the interfaces

But: cross-sectoral approaches require new governance formats

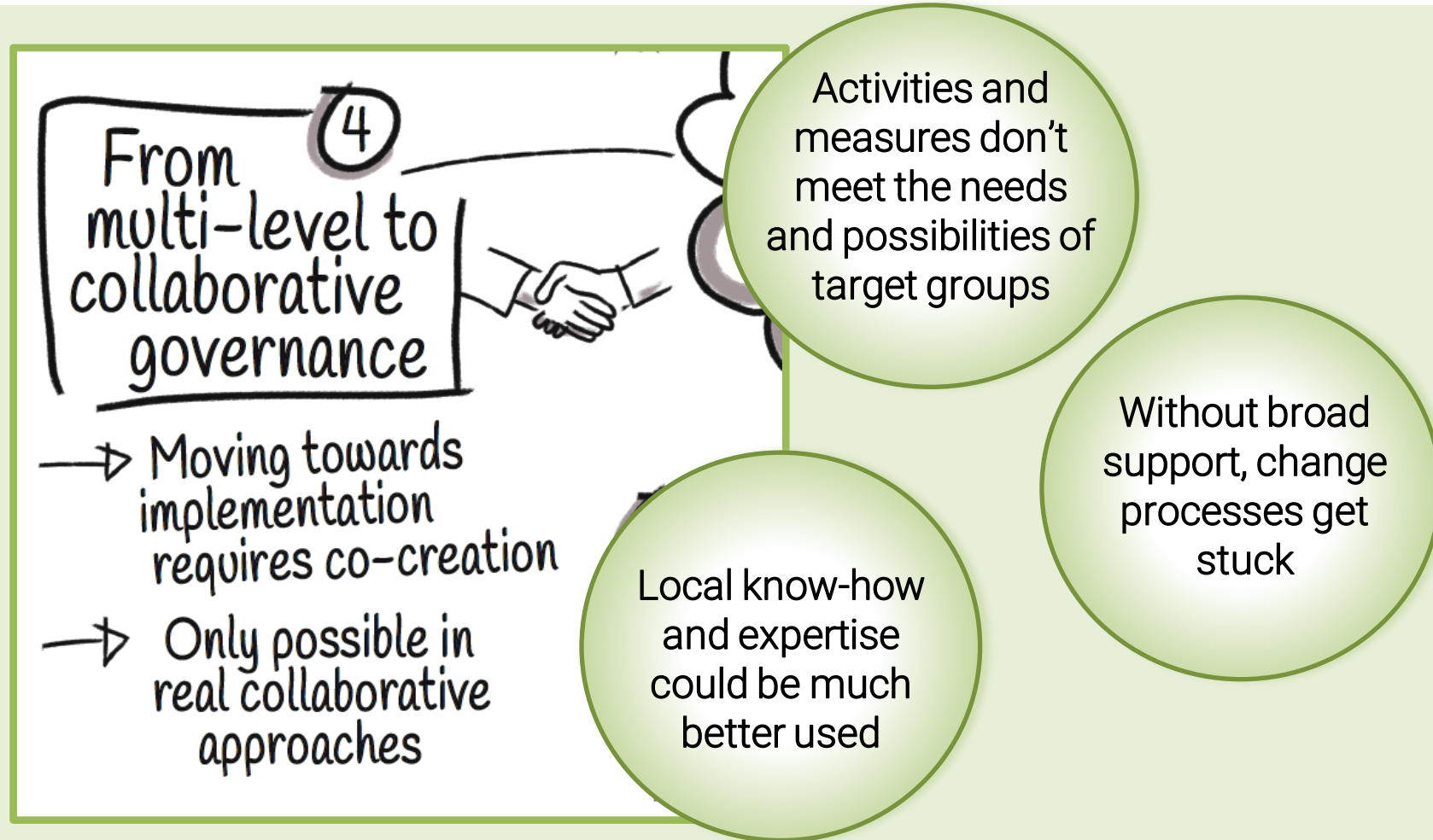
Difficulty to put cross-sectoral “on-top” of existing sectoral approaches

- Transformation hubs at local level
- Living labs
- Co-creative and experimental formats to involve new target groups

From multi-level to collaborative governance



From multi-level to collaborative – Underlying problems



From multilevel to collaborative – Possible solutions

Activities and measures don't meet the needs and possibilities of target groups

- More participatory approaches that support civic engagement and inclusive representation

Without broad support, change processes get stuck

- Involving new stakeholder groups to reach out beyond the „usual suspects“ (social diffusion concept)

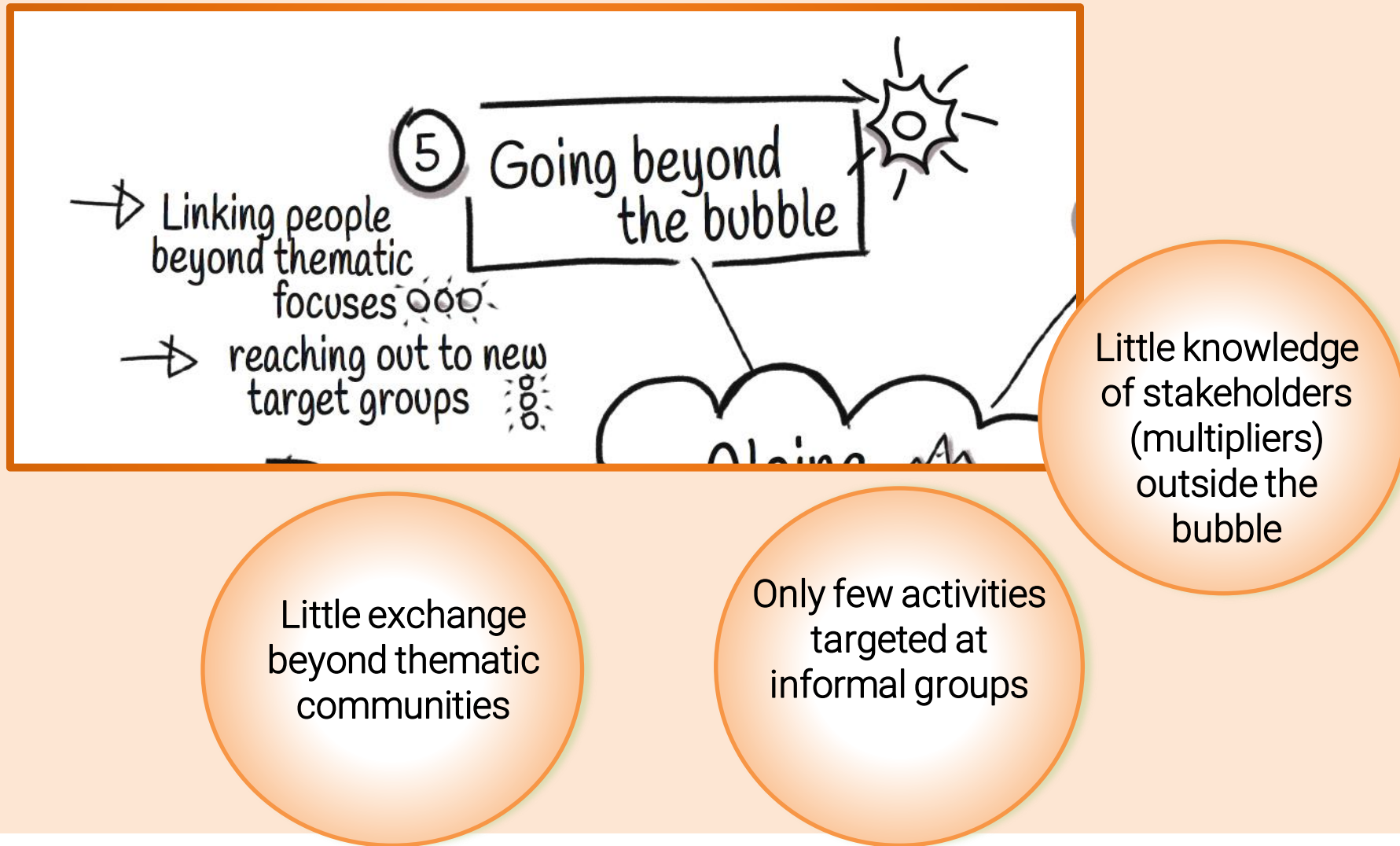
Local know-how and expertise could be much better used

- Test new collaborative partnerships between public authorities, private sector and civil society
- Explore the link between „Smart city“ and participation

Beyond the bubble



Beyond the bubble – Underlying problems



Beyond the bubble – Potential solutions

Little exchange
beyond thematic
communities

- Build cross-cutting formats, focusing e.g. on Future Skills, transformational methods, etc

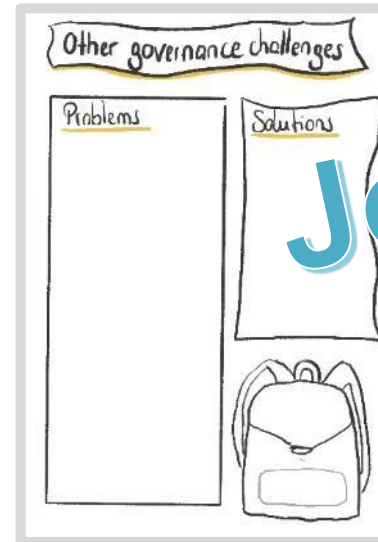
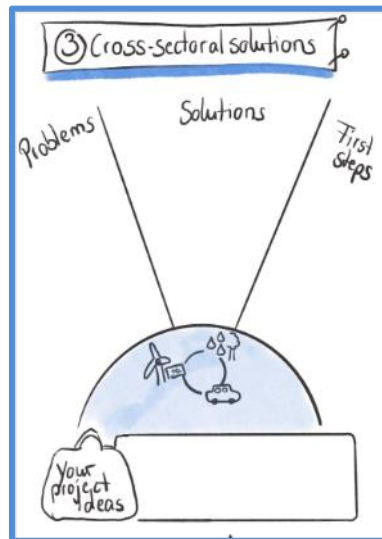
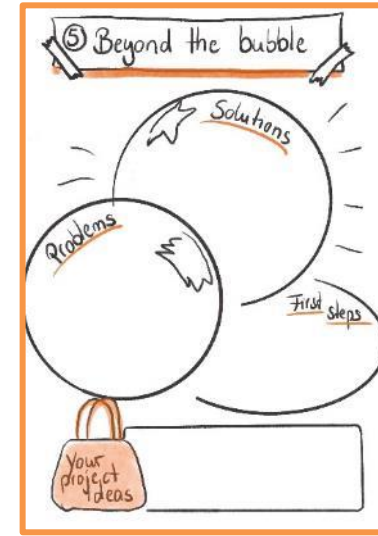
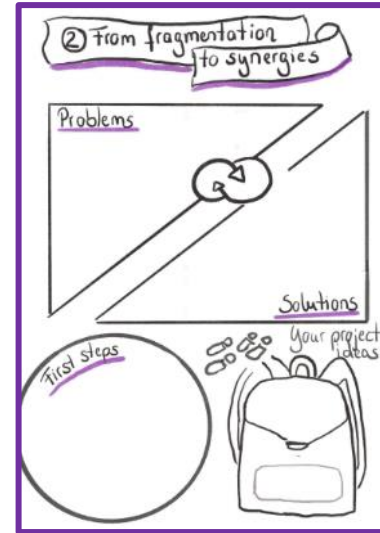
Only few activities
targeted at
informal groups

- Stronger use of „front line“ multipliers that reach out informal groups

Little knowledge
of stakeholders
(multipliers)
outside the
bubble

- New approaches to stakeholder analysis and stakeholder engagement

It's all about governance... your ideas are welcome!



Joker