

Orchestrating Adaptation, Mitigation and Transformation

Agency's Capacities for Climate Governance in Rotterdam and New York City

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Agency's Capacities to orchestrate Climate Governance shape synergies and trade-offs

Decisions about how to deal with climate change have implications on trade-offs between different (groups of) actors. This converges in questions of governance: **how do different agents interact to produce shared consensus and actions, create synergies and deal with trade-offs?**

Integrated climate governance that achieves co-benefits and avoids trade-offs between mitigation, adaptation and transformation requires **orchestration – i.e. targeted steering and mediating of diverse actors and activities**. We identify how agents shape the capacities for **integrated climate governance that links mitigation, adaptation and transformation goals and actions towards promoting resilience and sustainability**.

3 knowledge gaps: 1. *What capacities enable integrated climate governance and how do they combine?;* 2. *Who and what shapes the capacities for integrated climate governance?;* 3. *How can agency's capacities be promoted?*



Step 1: Literature review & integration

Resilience, transitions, climate change scholarships

Agency's Governance Capacities Framework

Adaptive Capacities

The collective abilities of agents to search, establish and/or mobilise resources within a system to implement strategies that **safeguard, stabilise and/or restore system functions against disturbances**.

Mitigative Capacities

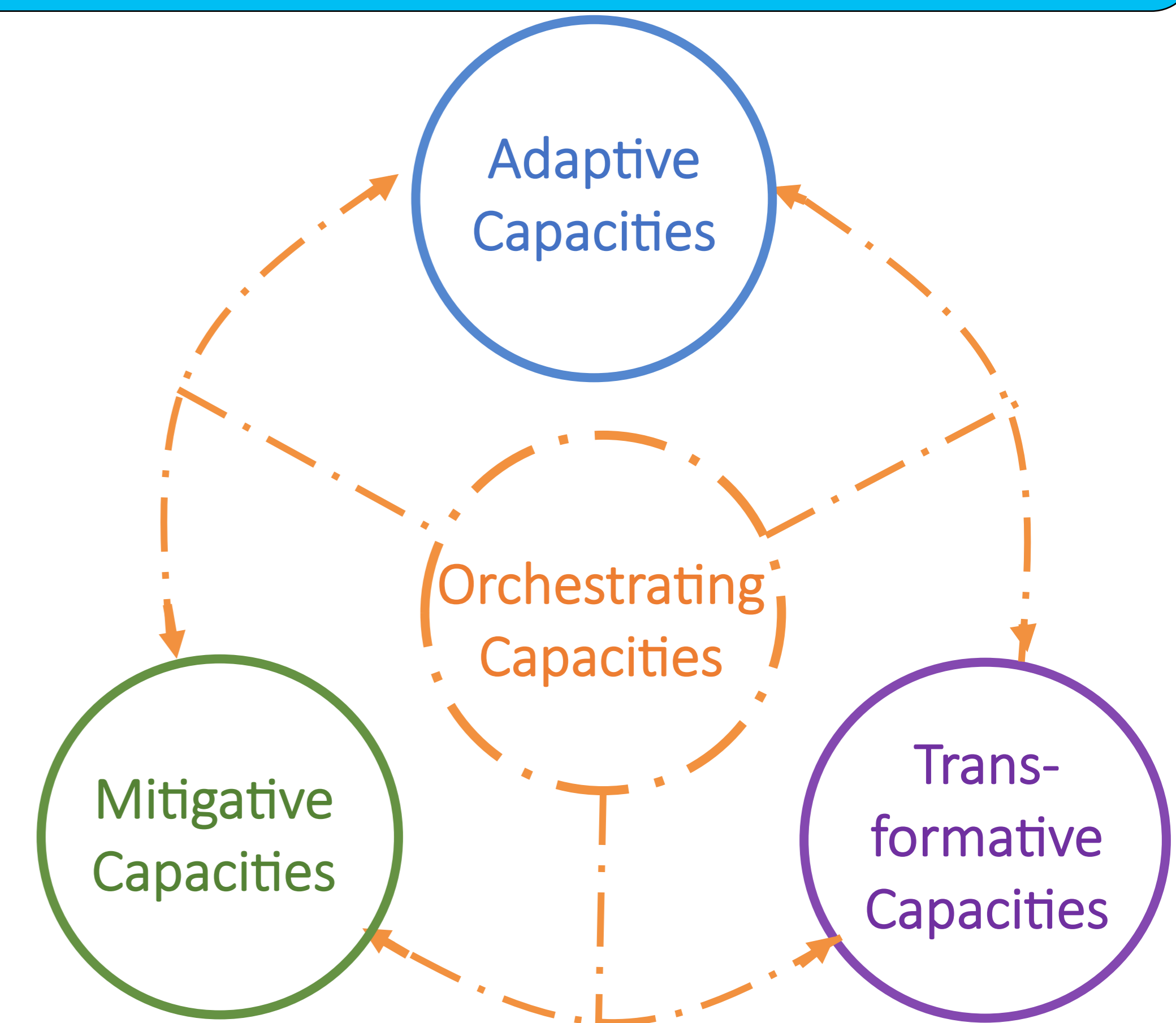
The collective abilities of agents to search, establish and/or mobilise resources within a system to implement strategies that **avoid and/or reduce unwanted side-effects on system functions**.

Transformative Capacities

The collective abilities of agents to search, establish and/or mobilise resources within a system to implement strategies that **break-down and/or innovate system structures, cultures, practices and functions**.

Orchestrating Capacities

The collective abilities of agents to search, establish and/or mobilise resources within a system to implement strategies that **foster synergies and avoid and/or reduce trade-offs between strategies for adaptation, mitigation and transformation**.



Step 2: Comparative case study

- Rotterdam
- New York City

Agency's Governance Capacities in Rotterdam and New York City

Rotterdam and New York City have established innovative policy programmes and platforms to address sustainability and resilience; tapping into their own potentials such as a committed citizenry, public-sector resources, knowledge resources, access to private capital, and science and technology innovations.

Data is collected through semi-structured interviews with actors from local government agencies, (social) businesses, knowledge institutions and NGOs.



Results: Agency's Governance Capacities and Orchestration in Rotterdam

- * Uptake of climate change in strategies and implementation of (pilot) projects
- * Establishment of partnerships to mediate climate change strategies and actions (Rotterdam Climate Initiative, Resiliency Programme, Sustainability Programme)

| Adaptive Capacities | Mitigative Capacities | Transformative Capacities | Orchestrating Capacities |
|--|--|---|---|
| ++ Comprehensive identification of vulnerabilities, disturbances and uncertainties through (newly) established impact assessment tools; +/- Streamlined procedure for decision-making and implementation achieves consistent implementation but creates inflexibility; - Hierarchical implementation of projects within closed formalised networks that follow pre-defined regulations; - Limited reflection on the choices that have been made | +/- Phasing-out of unfit structures implicit in sustainability strategy; - Blind spots regarding unwanted side-effects; - Political level discussions limited objectives to reduce unwanted side-effects | ++ Key actors recognise and use thresholds and opportunities for change to advocate innovation; ++ Reframing of climate change as providing opportunities for liveability and economic development; + Informal networks test ideas and develop pilot projects; + Advocacy networks that mobilise political and institutional support for novelties; - No policy uptake or scaling of successful experiments because of isolated processes and limited attention | ++ Space for co-identifying strategic sustainability and resilience plans across municipal departments and urban actors; ++ Knowledge networks generate understanding of opportunity context and align policy directions between national and municipal levels; + International networks support knowledge exchange & economic spin-off; +/- Establishment of key network nodes to broker knowledge and mainstream sustainability and resilience goals but limited polycentric and collaborative implementation in municipality; +/- Networks coordinate collaborative implementation but limited to few key actors +/- Collaboration enables new funding mechanisms for projects yet not sufficiently exhausted |

Church Service at Benthenheim Watersquare, Rotterdam (May 2015)



Empirical research on New York City case study will be undertaken from October 2015 – January 2016.

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Conclusions – KEY MESSAGES

- *Orchestration enables to support actors' capacities for adaptation, mitigation and transformation and steer them through selection and guidance
- *Timing is a critical factor to prepare, identify and use opportunities for change
- *Boundary work and collaboration networks enable to collect knowledge, gain political support, to reap longer term benefits (economic spin-off)
- *Space for identifying common goals and key persons that seek collaboration for implementation and co-financing
- *Brokering enables integration of strategic goals into plans and actions (piggybacking) but challenge is to overcome vested networks and interests
- *Need to break open islands of knowledge
- *Need to close practice-policy-loop to integrate and vest new experiments and knowledge