

Shelter

Sustainable Historic Environments
hoListic reconstruction through
Technological Enhancement &
community-based Resilience

**Extract of D6.3 Adaptive Governance
Schemes Mapping**

Sava Organigraphs

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Glossary

Acronym	Full name
AG	Adaptive Governance
AGSF	Adaptive Governance Scheme Framework
CA	Consortium Agreement
CCA	Climate Change Adaptation
CH	Cultural Heritage
CHM	Cultural Heritage Management
D	Deliverable
DoA	Direction of Action
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DoA	Description of Action
EC	European Commission
ICCOMS	The International Council on Monuments and Sites
ICCROM	The International Centre for the Study of the Preservation and Restoration of Cultural Property
IUCN	The International Union for Conservation of Nature
IoG	Institute of Governance
SFDRR	The Sendai Framework for Disaster Risk Reduction
T	Task
OL	Open Lab
OLC	Open Lab Co-ordinator
UN	United Nations
UNESCO	The United Nations Educational, Scientific and Cultural Organization
WHS	World Heritage Sites
WHO	World Health Organisation
WP	Work Package

1 Executive summary

Across academia, policy and practice, the perceptions and understanding of cultural heritage (CH) are changing as experts seek to manage CH more sustainably to better withstand the effects of climate change. Naturally, this has led to a mushrooming of contemporary research and practical work exploring the role of CH as a critical aspect of resilience and sustainability. One research topic within this broader paradigm shift is the integration of CH into disaster risk management (DRM) governance. Both academic and international organizations such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) and International Council on Monuments and Sites (ICOMOS) emphasize the importance of this theoretical integration through a lattice of interacting articles, reports, papers, frameworks, and guidelines. However, one key document championed at aiding in the practical integration of CH into Disaster risk reduction (DRR) and DRM is The Sendai Framework for Disaster Risk Reduction (SFDRR) (UN, 2015).

The SFDRR forms a critical global policy framework that aims to reduce disaster risk and losses in lives, livelihoods, and health. As well as the economic, physical, social, cultural, and environmental assets of persons, businesses, communities, and countries (UN, 2015). The SFDRR is comprised of seven targets and four priorities to prevent new and reduce existing disaster risks. Importantly within the context of this deliverable is Priority 2 of the SFDRR. Priority 2 is entitled '*Strengthening disaster risk governance to manage disaster risk*'. At its core, Priority 2 emphasizes the importance of governance in effectively and efficiently managing disaster risk. As a result, practitioners and policymakers engaging with the SFDRR are encouraged to consider contemporary DRM governance and its role in DRR. As well as proactively facilitate the integration of CH stakeholders into pre-existing DRM strategies and associated governance structures.

However, to date, the integration of CH into DRM is in its infancy. The concept of CH is inherently complex, with highly subjective and unique societal values. Making it difficult to quantify those values accurately and effectively bring all necessary stakeholders together. Furthermore, the interactions between CH stakeholders and decision-making processes are often implicit and reactive. The implicit nature of these decisions can make it challenging to develop clarity around CH governance. Highlighting this challenge within the broader paradigm shift and growing international importance pinpoints a timely and critical research opportunity. In which, there is a need for an academically robust and practical approach that can 'map' DRM governance structures within CH sites. It is within this research opportunity that this work is focused. In short, this deliverable outlines in detail supporting literature, an innovative research approach and all raw data collected in the adaption and subsequent implementation of a semi-empirical research approach to map the DRM governance structures across the five SHELTER Open Labs (OLs). Each of the SHELTER OLs included individuals from public and private organisations that have a common interest in improving the management of CH into the broader governance. However, after preliminary discussions with the coordinators of these Open labs (OLC) in December 2019, it became clear that mapping the governance within the SHELTER

OLs required a more comprehensive approach. Furthermore, very few (if any) empirical studies explicitly attempt to map governance structures across academic literature within the context of DRM and CH.

As a result, the work within T6.3 went beyond mapping DRM governance for the OL and attempted to establish an innovative and collaborative methodological approach that could be replicated by other experts outside of the SHELTER Project. The innovative methodological approach had to be carefully designed, thoroughly researched, and justified to ensure that it fulfilled the requirements of the SHELTER Project and, just as importantly, provided the OLs with a platform and tool to continue exploring their DRM governance in the long term. Despite the limited amount of academic literature attempting to map DRM governance, one valuable exception was found in the European Commission-funded project entitled "Benchmarking Regional Health Management II (Ben RHM II)". In which Tiliouine *et al.* (2018) developed a toolkit designed to help experts map governance structures around medicine distribution in the context of human health and well-being using a technique called The Organigraph technique. This toolkit formed an essential inspiration and resource for adapting the Organigraph technique within the SHELTER Project.

Building upon the toolkit provided by Tiliouine *et al.* (2018), the research team at ULIEGE believed that the value of Organigraphs went beyond its ability to map governance structures. Using a semi-empirical qualitative research approach, the Organigraphs provided the basis for enhanced stakeholder engagement and collaboration, individual and group social learning, proactive self-diagnostics by local experts, and cross-national, cross-scale and cross-issue peer learning. With this in mind, an iterative four Phase methodology was created to explore, co-produce, and fine tune detailed OL specific Organigraphs within the SHELTER OLs. This report is structured around these four phases and can be briefly outlined as follows.

First, Phase 1 created a robust conceptual framework underpinning the methodological approach by exploring the relevant literature around the concept of governance. Phase 2 focused on drafting the OLs Organigraphs by consolidating the pre-existing material with each OL and involving key stakeholder groups. The draft Organigraphs created within Phase 2 were co-produced through, focused developmental meetings and iterative feedback. Phase 2 also led to the refinement of the standardized key that outlines the common 'building blocks' used in developing the Organigraphs. Phase 3 aimed to fine-tune and validate the Organigraphs through 12 collaborative stakeholder workshops. In which 94 stakeholders across the five OL were invited to critique and validate their OLs Organigraph. Finally, Phase 4 aimed to encourage peer learning between the OLs using the finetuned Organigraphs to share knowledge and expertise. This was achieved through a digital interactive workshop in collaboration with WP7. This Phase encouraged the OLCs to present their Organigraph to other experts and use the SHELTER project as a platform to illicit cross-national discussions.

Notably, because of the iterative and co-productive nature of the four Phases, a myriad of raw data was collected in various methods and platforms. These inputs contained

valuable insights into how the OLCs, and stakeholders perceived their DRM governance. This report attempts to capture this huge amount of raw data and presented it alongside the fine-tuned Organigraphs. The outputs developed through the semi-empirical approach covers a wide range of topics, including the strengths, weaknesses, opportunities, and threats of current DRM governance within CH sites across the SHELTER OLCs. Practically, this deliverable provides practitioners with five detailed contemporary examples of DRM governance within CH sites. As well as a series of tailored recommendations to help enhance the resilience of these sites to the effects of climate change. However, this research had a great deal of value beyond the SHELTER Project. Throughout the research, there were several significant findings with implications beyond the SHELTER Project.

First, from a practical perspective, the Organigraph technique provided a platform to develop an innovative and collaborative tool to present the key stakeholders, responsibilities, and interactions within the DRM governance. Furthermore, the Organigraphs provided the stakeholders with a unique opportunity to perceive their position in the context of the broader DRM governance strategy. With the ability to identify the essential functions and responsibilities of both themselves and other stakeholders within the DRM response. Building upon this, the Organigraphs provided an accessible platform for self-reflection, facilitating discussions between different stakeholders (including CH stakeholders) to identify strengths, weaknesses, opportunities, and threats in their DRM before the event of a disaster. This provides an opportunity for proactive decision-making encouraging DRM experts to identify weakness in their DRM governance in the preparedness stage of the DRM cycle. In part shifting the DRM governance from 'reactive' to 'proactive' by encouraging experts to critique their own DRM governance and improve their preparedness for disasters. However, the current version of the Organigraph technique also had limitations that couldn't be fully addressed in the scope of Work Package 6 (WP6) and would require further research and development. For instance, the stakeholders pinpointed a negative correlation between the complexity of the Organigraphs and their accessibility. Essentially stating that the more detailed the Organigraphs become, the less they can be understood and used in practice. The stakeholders also lamented that the Organigraphs in their current form could oversimplify the complexity of the DRM governance structures, which can be more nuanced than those defined in a 'fixed' DRM governance map. Interestingly, the stakeholders also appeared to overlook the role of the Organigraphs as a tool for self-reflection and instead considered their contents more literally, as explicit guidelines for what they should do in the event of a disaster. Furthermore, one individual stated that the contents of the Organigraphs is what happens in theory and not necessarily an accurate representation of what happens in practice—opening a much broader debate about effective DRM governance and our ability to map it.

Second, from a theoretical perspective, the semi-empirical transdisciplinary research approach was integral to the development, refinement, and subsequent publication of the Organigraphs. The four Phases of the approach provided an academically robust foundation for adapting the Organigraph technique to DRM governance. Also, the approach facilitated greater degrees of social learning amongst the stakeholders and

Open Lab Co-Ordinator's (OLCs) in each SHELTER OL. In which the experts requested to continue using the Organigraphs in their own decision making and ongoing work. The process of co-producing the Organigraphs allowed them to reflect on their governance and create their solutions with minimal intervention from the facilitators enhancing the probability of the solutions being effective.

Furthermore, upon deeper reflection of the five fine-tuned Organigraphs, several interesting findings were observed and are worthy of greater discussion in the context of the broader academic debate. First, despite the apparent differences between the five SHELTER OLs, the Organigraphs shared a great degree of similarity, especially regarding the position of different stakeholders and the types of relationships linking them, hinting at the fact that there are methods of best or established practice in DRM governance, regardless of context.

Also, stakeholders in the OL reinforced the pivotal role local stakeholders play at ALL phases of DRM. However, the DRM governance at the local spatial scale remains implicit, unclear, and often outside of the pre-existing legal frameworks. In response, the Organigraph provides a tool at the disposal of experts to begin mapping these implicit relationships and better integrate these stakeholders into the explicit DRM strategy. Furthermore, all the Organigraphs developed within the SHELTER Project demonstrated a clear pertinence towards a hierarchical governance structure. In which, critical decisions, policy, plans, resources, and solutions are developed and implemented at the national (or most relevant highest spatial scale) and then filtered down towards smaller spatial scales. On the one hand, the pertinence towards hierarchical governance structures is understandable. The consequences of a disaster event on CH can be irreparable and require precise coordinated management which must be conducted by an overarching entity. However, on the other hand, broader academic literature reiterates the critical role of local communities in shaping and implementing such DRR and response and highlighting that what we should see in the Organigraphs is a series of feedback loops between the national, regional and local spatial scales. Still, for the most part, this was not the case and based on the findings of T6.3 the establishment of such mechanisms is still a challenging and difficult issue for DRM governance in CH sites.

In part, this work highlights the persistent disconnection of stakeholders at different spatial scales and the challenges practitioners face when integrating local community groups into DRM governance. Building upon the above observations, the local communities are often perceived as stakeholders to be saved rather than resources that can be mobilized into action and guide more effective DRM responses. Importantly, in reaction to this observation through the development of the Organigraphs, the OLCs, research team, and stakeholders attempted to pinpoint specific topics of improvement within each OL which have been framed as adaptive governance proposals. These adaptive governance proposals included missing connections or stakeholders, challenging ingrained behaviors, overcoming siloed working, highlighting implicit relationships and connections, and adapting new policies and plans to facilitate the inclusion of missing stakeholders. Furthermore, as a collective of experts in T6.3 we attempted to take this one step further. We attempted to draw connections between the

tools being developed in the SHELTER project to foster more adaptive governance approaches and increase the likelihood of their long-term uptake.

In short, this deliverable consolidates all the work that went into the development, adaptation, and execution of the Organigraph technique to mapping DRM governance for five case studies. It highlights the value of the Organigraph technique in providing an innovative, collaborative, and attractive technique for mapping DRM governance structures. With the capacity of enhancing the implementation of the priorities of the SFDRR by giving practitioners a tool to develop clarity around DRM. When accompanied with a multi-phase semi-empirical research approach, it can provide a platform for self-critique, social learning and cross-issue, national and scale discussions. Ultimately leading to improved preparedness to disaster through greater clarity and the identification of weakness and bottle necks before a disaster event. Resulting in great resilience and more effective DRR response.

This report provides a precedent for using the Organigraph technique to map DRM governance structures within CH sites. And finally, it highlights the value of further research into the Organigraph technique as a tool for enhancing the resilience of CH internationally.

2 The refined Organigraphs for each SHELTER OL

The Organigraphs co-produced within T6.3 were too large and too complex to be included in this A4 document. The final versions, separated into distinct spatial scales, have been provided at the end of the document within Appendix.

2.1 Identify aspects of each OL DRM governance to strengthen and propose potential areas to enhance adaptive governance across the OL.

It essential to reflect upon the various outcomes, discussion points, comments and conversations that arose across the four Phases of the semi-empirical approach. This was done to develop a series of adaptive governance proposals that draw both on the outcomes of the Organigraphs and draw upon the wealth of raw data collected throughout the entire semi-empirical approach. The following section outlines the specific adaptive governance proposals for each of the five OL within the SHELTER Project. For ease of reading the key salient messages in each proposal is highlighted with bold text.

2.1.1 Sava River Basin

2.1.1.1 *Identify and facilitate the potential for colleges within the ISRBC to engage with wider international governance mechanisms*

In the Initial Phases of the Organigraphs development, the OLC stated that when exploring governance, they would like to explore potential partners, collaboration, and governance mechanisms that operate the international spatial scale. Especially those which deal with the risk of flooding. The motivation for this on a practical level is so that experts within the ISRBC can collaborate with larger international entities providing them with advice, support, and even great power to influence decisions. Also, in exchange, the ISRBC serves a unique function in DRM management as a supra national entity advising and supporting transnational collaboration. As a result, they can bring an array of valuable experiences and knowledge to the broader community.

Unfortunately, this specific topic was not directly explored as part of the Organigraphs; instead, the OLC and research favored the need to develop clarity around the different national and regional entities to ensure that the ISRBC could create a comprehensive map of the different responsible institutions. As a result, because it was a direct request by OLC and its potential to enhance the adaptive governance within the Sava river basin OL, it was considered an important and relevant topic to explore within an adaptive governance proposal.

A preliminary search was conducted to explore potential networking, partnership building, and collaboration platforms. There were several potential exciting opportunities which have briefly been encapsulated below. First is the International Flood Initiative (IFI) (IFI, 2021). IFI is a joint initiative that promotes collaboration with various international organizations and was launched in January 2005 at the World Conference on Disaster Reduction (WCDR) in Kobe, Japan. At its core, the IFI aims to *“build capacity in countries to understand and better respond to floods by taking advantage of their*

benefits while at the same time minimizing their social, economic and environmental risks."

Interestingly, collaboration with the IFI yields powerful networking and collaboration opportunities with flood management experts. As a result could potentially link the ISRBC with large organisations with increased networking, capabilities, funding, and resources. Furthermore, the IFI champions an Integrated Flood management approach. This includes an inclusive approach to flood management attempting to bring together various experts coinciding with the other adaptive governance proposals.

Alternative, another collaborative which may potentially enhance the Global Flood Partnership GFP (GFP, 2021). The GFP is a European commission-driven cooperation framework between different scientific experts and organizations worldwide. The GFP provides a platform or forum for experts worldwide to come together to share experiences, knowledge and expertise on flooding. They organize a series of international workshops which provide a forum for scientists, practitioners and policymakers to discuss needs, challenges, and progress toward global applications of forecasting and monitoring floods, the findings of which are presented to the broader academic community (see; De Groeve *et al.*, 2015 and Alfieri *et al.*, 2020). Similar to the IFI, this platform could provide an opportunity for ISRBC to share expertise, learn from other experts and align their work with the most cutting-edge research.

Following the identification of these more comprehensive platforms was considered important to explore more formal international governance mechanisms that can potentially help anchor the recommendations provided by the IRSBC into much broader legislative, regulatory or policy frameworks. Navigating the lattice of interacting frameworks, legislation, reports, agendas, and documents across international scales. The researcher team consulted a variety of experts within the researcher's pre-existing research community to aid in developing this proposal.

To start, many experts within the disciplinary lens of flood management natural cited the European Union water Framework Directive (EU, 2000) and the European Union's Floods directive (EU, 2007) a fundamental legislative document used to reinforce their projects work at the national scale. These two documents were already referenced within the Organigraph and are used to guide the work conducted by the ISRBC. As a result, do not offer anything novel. However, other potential sources may provide additional support to help anchor the IRSBC, outlined as follows.

The international water law project (IWLP) (IWMP, 2021)– The IWLP is a resource that draws together international research, legislative documents and law cases and policy issues surrounding flooding from a broader range of resources and platforms. It aims to educate and provide resources to practitioners as the subject of flooding evolves. While this may not necessarily provide the experts at the ISRBC with explicit legislative and regularity information to reinforce their recommendations, it can provide a valuable source of supporting evidence and case studies to help justify decisions.

International guidelines on natural and nature-based features (NNBF) for flood risk management (EWN, 2021)– the international guidelines on NNBF for flood risk management is again an international forum that attempts to share an array of resources and research on the use of nature-based solutions to flood risk. To provide practitioners with the best available information concerning the conceptualization, planning, design, engineering, construction, and maintenance of NNBF to support resilience and flood risk reduction for coastlines, bays, and estuaries, as well as river and freshwater systems. Similarly, these resources may not necessarily provide experts at the ISRBC with explicitly defining legislative and regulatory support. But it doesn't provide a significant source of expertise and knowledge to help justify decision-making processes.

CA water (CA water, 2021)– Like the sources above, CA water is a forum that forms a collaborative knowledge base of flood issues within central Asia.

United Nations Economic Commission for Europe (UNECE) – In short, the UNECE is an overarching international Transboundary flood risk management entity. The UNECE operates across the European region and strives to reinforce and facilitate a transboundary approach to flood risk. To achieve this, the UNECE produces a myriad of publications (see; UNECE, 2009;) and hosts a series of workshops and events to facilitate the transboundary working and development. Participants in these events include experts from the six countries within the ISRBC. Notably, the document adaptation pointed out by the UNECE highlights another EU directive entitled 'EU Best Practice Document on Flood Prevention, Protection and Mitigation, which led to Directive 2007/60/EC' of the European Parliament and of the Council of 23 October 2007 on the assessment and management of flood risks. Which was not previously highlighted by the ISRBC as a critical platform

Finally, from a more theoretical perspective, the ISRBC operate in a rare and exciting position. As a supranational entity helping to inform and coordinate the approach to flooding across national spatial scales. Within this, there may be scope for the expert at the ISRBC to distil a transdisciplinary approach to flood risk management. They draw upon several international and European level documents, policies, legislation, and regulations across different disciplinary lenses. The key regulations and documentation for cultural heritage, sustainability, economy, environment and society. For example, the sustainable development goals.

2.1.1.2 Identify the range of CH stakeholders at the national and regional levels within each of the countries and attempt to map them within the DRM, and develop long term relationships

Within the Sava River Basin OL, the level of integration of CH stakeholders into the broader DRM governance structure varied considerably across the six different countries involved in the Sava River Basin. And in fact, the diversity on the integration of CH experts across the six countries of the Sava river basin provided a valuable aspect of social learning both with the SAVA OL and beyond. The difference between the countries was expressed directly in the initial versions of the Organigraph. The five different countries demonstrated very different CH stakeholder integration levels, ranging from

initially developing relationships to innovative DRM governance created in November 2020. For example, within Bosnia & Herzegovina, the collaboration with the CH experts occurred as a direct result of the ongoing work within the SHELTER Project and until the beginning of the project was not an aspect of DRM governance. This relationship was included in the Organigraphs and can be seen directly in Figure 46.

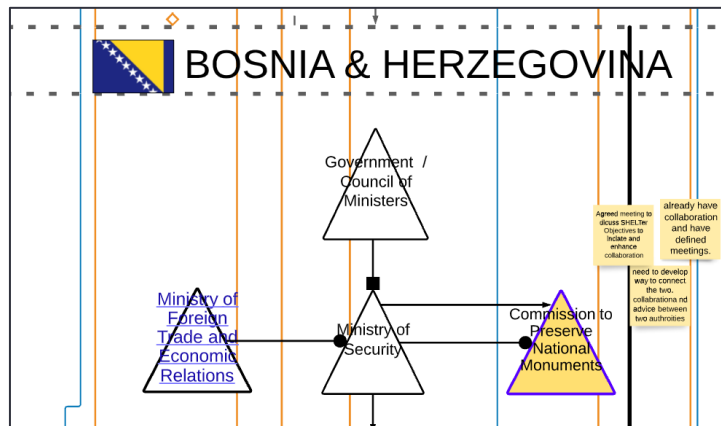


Figure 1 – The ‘new’ relationship between CH experts at the national level developed due to the SHELTER Project.

Alternatively, in complete contrast is the new DRM governance structure defined within Albanian. It is important to note that until the development of the SHELTER, colleagues within Albania were not an active part of the collaboration between the ISRBC and the countries within the Sava river basin. Albania is not committed to the FASRB and is not formally required to contribute to the work of the ISRBC. As a result, the drafting of the DRM governance within Albania is one of the first collaborations with experts in Albania. It is the first time a detailed map of DRM governance within Albania has been mapped in the ISRBCs work. In and of itself, this has a great deal of value to the OLC within the ISRBC.

This would suggest that CH stakeholders are increasingly becoming part of the broader DRM strategy, both informal and formally. The Organigraphs within the ISRBC highlights this level of interaction at both the national and regional spatial scales. However, the Organigraphs cannot show the strength of these relationships, and more in-depth research would be needed to understand how these experts contribute to the broader DRM governance and

Finally, within the proposal of integration CH stakeholders into the wider DRM, it is essential to consider the supranational role of the ISRBC and its pre-existing platform that the entities use to facilitate discussion and collaboration between the separate national entities as a mechanism to better integrate CH stakeholders. According to the Organigraph, the ISRBC uses four explicit mechanisms to facilitate this collaboration as mandated by the FASRB, including ‘Meeting of the Parties’ and three explicit ‘expert group meetings’. Which have been highlighted in Figure 45.

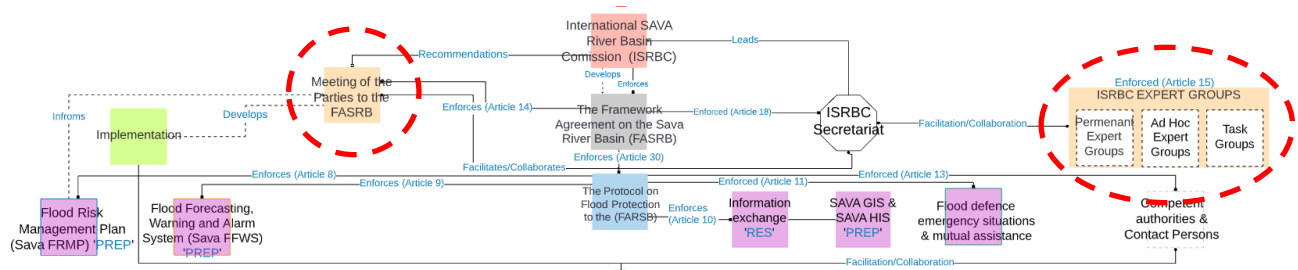


Figure 2 – The DRM governance structures of the ISRBC as portrayed in the Organigraph, highlighting the different mechanisms used to facilitate discussion and collaboration between different national and regional entities.

To date, these mechanisms do not explicitly include experts from CH. As a result, one potential proposal could focus on including CH experts into this mechanism, allowing them to share their expertise, knowledge and perceptions to the ISRBC and naturally integrate them into the pre-existing governance frameworks. Alternatively, another potential proposal could focus on developing a 'Cultural heritage expert group'. The ISRBC invite CH experts from the national and regional entities alone to discuss topics related to CH and resilience. This would give the CH experts a defined platform to share their ideas with the ISRBC, which the ISRBC could then integrate into with strategic thinking and even provide CH focused recommendations to the different national bodies. Essential the ISRBC is serving a role as bottom up facilitating, taking the insights and developments of the CH experts and packing them into a coherent and package using a pre-existing explicit mechanism. Which is already know and respected by the different national entities.

2.1.1.3 Exploring the capacity of the Sava River basin to open a dialogue with local community groups, building upon the Sava youth parliament.

The ISRBC serves a unique position within the governance structure of the Sava River basin. The ISRBC is depicted in the Organigraph as a Supra national entities which brings together experts from across the different national institutions and provides a series of knowledge, resources and recommendation on flood event.

For four of the six countries within the Sava river basin are mandated to provide support and insights to these different mechanism under the FASRB. However, the mechanism only draws expertise from national and regional entities within each of the countries. Now on one hand this is understanding given the orle of the ISRBC as a entities operate at the surpa-national level by provide insight and support at higher spatial scale of governance.

However, on the other and they may be a powerful opportunity for the ISRBC to explore the perceptions and understanding of the local communities within the sav river basin and provide their knowledge, expertise and perceptions directly to those national and regional centers within the countries Typically, the interactions of the stakeholders at the local spatial scale does not directly feature as a active part of their responsibilities. Not because it is not considered as important but because these responsibilities typical falls within the roles of the national and regional entities of each of the countries. This is not a easy task and would require large amounts of invest and support from the different countries

But the ISRBC has already show the capacity to be able to effective and efficiently engage with stakeholders at the local spatial scale within the context of the Shelter project. Namely, within the Sava Youth Parliament in which students from schools across the Bosnia & Herzegovina, Serbia, Croatia and Slovenia actively engaged with aspect of CH, flooding and disaster risk and provided their insights and perception to the ISRBC and other experts. As a result this proposal focuses specifically on the capacity and potential of the ISRBC to engage with local stakeholders across the different counties in the Sava river basin and the benefits that they may provide.

2.1.1.4 Developing a mechanism to track recommendations and proposal through to national and local policy

Finally, The ISRBC serves a key mechanism to facilitate the cross national DRM strategies of the countries within the Sava River Basin. Within its real it provides a variety of recommendations, support, advice, resources and knowledge to the local entities. These recommendations are developed through the collaboration of experts across the Sava river basin and from a power mechanism of innovation, development and collaboration. Furthermore, four of the six countries with territories inside the Sava river basin actively signed the FASRB in commitment to constant collaboration with the SAVA river basin. However, despite these there is currently no mechanism for the ISRBC to track the implementation of its recommendations at the national, regional and local spatial scales within the Sava River Basin. On one hand it is not a legal requirement for the instructions at the national, regional and local level to implement these recommendations the IRSBC has no formal legal authority. But on the other hand the successful implementation of effective.

As a result, this proposal focuses specifically on the potential of developed a mechanisms to track these different recommendations across the national entities and if possible help to facilitate the continued

3 Appendices

The refined Versions of All OL Organigraphs as printable PDF Documents split by 'Layers' According to the OL specifications (Phase 4)

The Following Appendix includes all fine-tuned Organigraphs after the completion of the semi-empirical research approach.

Sava River Basin (Sava OL)

