

Partnerships and community engagement in Catchment Based Approach (CaBA): A snapshot of early experience in 2014

Data Analysis from Six Ketso Workshops hosted by the Rivers Trust with Catchment Hosts from across the UK, Spring 2014



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CONTENTS

Executive Summary	3
1.0 The Catchment Based Approach – Context	4
Water Framework Directive (WFD) & the Catchment Based Approach (CaBA).....	4
Social learning	5
Partnerships and Community Engagement in our Catchments - Overview of the Workshops	6
2.0 Results	10
Overview of the Data	10
Approach to Analysis.....	11
3.0 Findings.....	14
Inclusive Stakeolder Engagement	14
A Process with Momentum	20
Communication and Publicity	22
Alignment With CaBA Guidance.....	23
4.0 Conclusion	26
References	28

EXECUTIVE SUMMARY

This report analyses data collected from six workshops exploring working in partnership and community engagement in river catchments, hosted by the Rivers Trust in 2014. These workshops used Ketso to gather ideas from 170 people involved in the Catchment Based Approach from across the UK. Ketso is a hands-on toolkit for creative engagement, which allows every participant's voice to be heard.

Section 1 provides an introduction to the Catchment Based Approach (CaBA), discusses social learning and how it can be incorporated into CaBA and gives the context of the workshops. Section 2 gives an overview of the data and the approach used to analyse the 1341 ideas developed by participants. Section 3 contains the analysis, organised around four key themes, described below.

The first theme, '**Inclusive Stakeholder Engagement**' gives ideas about potential stakeholders and ways to enhance inclusivity. Educating the local community about how CaBA is relevant to them was seen as important. Participants in the workshops wrote about giving people/the community a sense of ownership over actions and ideas. A future possibility that was marked as 'important' stated: 'Visioning-allowing groups to create a vision of their future aspirations for the catchment'. Events that can be held to engage with stakeholders, and some specific ideas for engaging with young people are developed.

'**A Process with Momentum**' gives practical ideas about how to maintain momentum, such as working in bite-sized chunks, finding a dynamic balance between planning and action (with an emphasis on action, in particular action that leads to guaranteed wins **and** builds up to real change). A key challenge was: 'How to agree shared outcomes?'. The idea 'Outcomes with multiple objectives' came up in each workshop, showing the need to plan together to achieve strategic synergies for multiple parties.

'**Communication and Publicity**' covers the need to raise awareness of the work that is going on in the catchments, with a high number of categorised as 'future possibilities' suggesting that more can be done in this area. This section ends with a discussion of the potential and challenges of social media.

The fourth theme '**Alignment with CaBA Guidance**' shows that the thinking of those working at the catchment level is broadly aligned with the guidance given for the CaBA process, with key concepts to emerge in the analysis being: Inclusivity, Openness, Clarity, Trustworthiness, & Being Practical.

1.0 THE CATCHMENT BASED APPROACH – CONTEXT

WATER FRAMEWORK DIRECTIVE (WFD) & THE CATCHMENT BASED APPROACH (CABA)

The European Water Framework Directive (WFD) was enacted in the year 2000 with the goal of protecting and enhancing aquatic ecosystems (European Commission, 2000). The Common Strategy on the Implementation of the WFD (CSI) called for active involvement of NGOs and civil society, so that those affected by proposed initiatives could become participants in river basin management (European Commission, 2001). On its website, the Environment Agency (2014) quotes Richard Benyon (Minister for Natural Environment and Fisheries at the time) asserting that to improve water quality we should:

‘provide a clear understanding of the issues in the catchment, involve local communities in decision-making by sharing evidence, listening to their ideas, working out priorities for action and seeking to deliver integrated actions that address local issues in a cost effective way and protect local resources’.

According to the Department of Environment, Food and Rural Affairs (DEFRA, 2011), working at the ‘right scale’ makes pursuing multiple benefits possible, such as: improvements in water quality, enhanced biodiversity and improved accessibility, whilst linking to economic and social priorities. In April of 2011, DEFRA began a pilot program for the Catchment Based Approach (CaBA). In the CaBA policy framework, DEFRA states, ‘We firmly believe that better coordinated action is desirable at the catchment level [...] and that this requires greater engagement and delivery by stakeholders at the catchment as well as local level, supported by the Environment Agency and other organisations’ (DEFRA, 2013, p. 1). The catchment level is effective because it is close enough to the local community to engage with local concerns but is still bounded by the WFD. In 2013, DEFRA allowed organisations working within a catchment to become officially recognised as a partnership, with one or more organisations acting as the catchment’s ‘host’. DEFRA did not provide a template for the CaBA process because each catchment will have its own unique problems, in addition to its own assets (DEFRA, 2013b). This allows each catchment partnership to develop an approach that best suits its own situation whilst still receiving support from the Environment Agency (EA) and DEFRA.

SOCIAL LEARNING

Tippett et al. (2005) discuss the importance of social learning for the effective management of river basins, whereby a range of different stakeholders make a concerted effort to understand the perspectives of one another and embed this into the water management process. Mostert (1999) describes six perspectives on water management (*natural science, engineering, social optimism, law, decision-making, & ethics*) and warns that following any one perspective exclusively would limit an understanding of the whole situation. He employs the Buddhist story of the elephant and (in this case) six blind men to illustrate his point – each blind man understands the elephant through the part he touches, yielding many different definitions ('spear-like', 'snake-like' ... etc.). The stakeholders involved in a catchment will understand a river through their own unique perspectives. Local residents may see it as asset for recreation, whilst utility companies see it as a resource base and engineering problem and farmers see it as a resource as well as a dynamic force affecting their work with the land. Social learning can allow for decision-making to be based on the broadest possible range of perspectives, taking into account different types of knowledge as well as the local context.

Social learning acknowledges the difference between 'facts' and the subjective 'mental models' of individuals (Pahl-Wostl, 2002, p. 401). Through critical self-reflection, facts can replace misconceptions and mental models can encompass a broader perspective of water management. Because water management encounters problems that are unpredictable, an appropriate social learning process can address problems with greater flexibility, whilst employing solutions that have more legitimacy in their context (Pahl-Wostl, 2007).

Catchments are both unique and complex, and by not defining CaBA explicitly, DEFRA is allowing for solutions to be built from the bottom up. For democratic planning to occur, Forester (1999) calls for mediators that engage in value-creating negotiations and consensus-building. Though Forester was not addressing the process of social learning directly, a catchment partnership might begin to incorporate social learning into its process by taking on these responsibilities.

PARTNERSHIPS AND COMMUNITY ENGAGEMENT IN OUR CATCHMENTS - OVERVIEW OF THE WORKSHOPS

In the spring of 2014, Mark Horton, the Trust Manager of Ballinderry Rivers Trust (Rivers Trust n.d.) and Dr. Joanne Tippett, Lecturer in Spatial Planning at the University of Manchester and Founder of Ketso (Ketso n.d.), led six workshops on 'Stakeholder Engagement in River Catchments'. This was part of a series of three 2-day training sessions in three different locations offered by the Rivers Trust (who are providing support to catchment hosts and partners) offered to all catchment hosts nationally (CaBA Knowledge Based n.d.). These training sessions aimed to develop the core skills needed for implementing the Catchment Based Approach (CaBA). As an example of a stakeholder engagement technique, a one-hour workshop using Ketso was held during the 3 hour training slots on Stakeholder Engagement, and there were two such training slots at each location.

Dr. Joanne Tippett had been invited to run the workshops to provide training in key principles of stakeholder engagement¹ due to her experience in integrated catchment management with the Mersey Basin Campaign and through the development and testing of Ketso with a wide range of stakeholders and partners. The use of Ketso in the workshop was seen as both a means of allowing participants to learn from each other and share good practice, and as a practical demonstration of a tool for engagement, which has proved useful in the CaBA pilot in the River Wandle (Cascade, 2013; The Wandle Trust, n.d.). Dr Bella Davies, Trust Director, Wandle Trust/South East Rivers Trust commented:

"We used Ketso for catchment planning on the River Wandle, with local community groups and a range of other stakeholders. Starting from a position of 'consultation fatigue' within our catchment, we wanted to use a tool which was different, engaging and fun. Ketso provided the perfect answer and became an integral part of our catchment planning process."

¹ The slides containing these key principles of stakeholder engagement can be downloaded from: <http://www.ketso.com/resources-downloads/available-resources#Principles>

Figure 1 Dr. Bella Davies discussing the use of Ketso in CaBA pilot with the Wandle Trust



Overall, there were roughly 170 participants active in catchment management from across the UK in the Ketso workshops. Participants were largely drawn from Catchment Hosts in addition to members of CaBA partnership organisations and CaBA support organisations. Representatives from DEFRA and the Environment Agency also participated in the workshops. The three locations were the London Wetland Centre (Feb. 19, 2014), Martin Mere Wetland Centre (Feb. 25, 2014) and Slimbridge Wetland Centre (March 18, 2014). The lead author of this report attended the first day of the training at Martin-Mere (the day on which the Ketso workshops were held) as an observer, and typed up the results from each workshop into the spreadsheet developed by Ketso for recording and analysing the results of workshops.

The topic of the Ketso workshop was 'Partnerships and Community Engagement in our Catchments'. Participants wrote their ideas about 'what is working well' in what they are already doing, 'future

possibilities', 'challenges' and 'next steps' to overcome the challenges on colour-coded leaves (see Figure 2 **Error! Reference source not found.**).

Figure 2 Legend for Ketso leaves in workshop

Ketso Legend for Workshop	
 Brown	What is working well?
 Green	Future possibilities
 Grey	Challenges
 Yellow	Next steps
	Important
	Moves us forward
	Area of disagreement

After writing their ideas, participants took turns to read their ideas out loud, and placed them on the Ketso workspace. They were connected to one of several branches (see Figure 1), which gave themes to help organise and structure the discussion. These themes were:

- Working together to achieve outcomes
- Joining-up across sectors
- Accessibility & reaching the 'hard to reach'
- Sustaining engagement
- Continuity & learning over time

Blank branches on the Ketso felt allowed for additional themes to emerge in the discussion.

Coloured icons were used by participants to indicate what is 'important', what 'moves us forward', areas of 'disagreement' and where there was a connection between leaves². 'Comments' were written on white comments cards and were commonly attached to other leaves. When an idea was noted as important, or as an area of disagreement, a comments card was written explaining why this was the case. When leaves are being quoted throughout the report, these symbols indicate the colour of the leaf and whether or not there were icons attached to it. All participants were informed that their ideas would be recorded and shared.

Figure 3 Participants placing leaves on the Ketso workspace



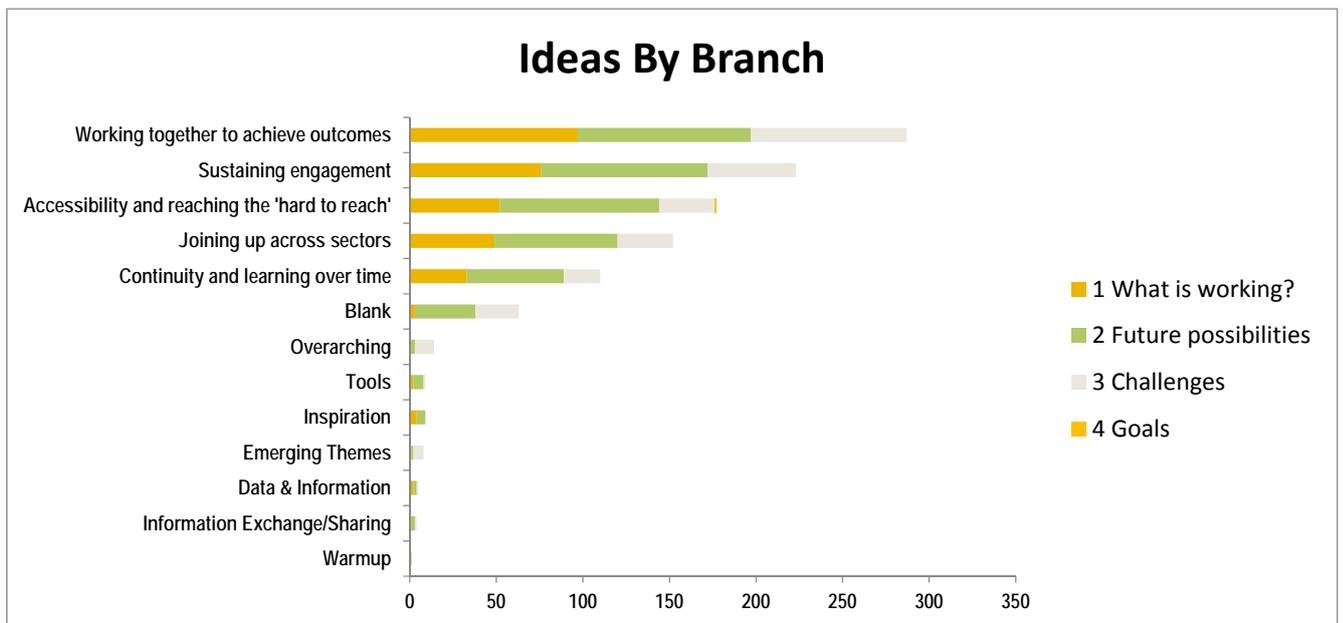
² Blank icons could have an 'A' or a '1' written on them and assigned to two separate leaves, indicating a connection between them.

2.0 RESULTS

OVERVIEW OF THE DATA

Altogether, 1341 ideas were recorded by participants on leaves. The workshops generated many new ideas for stakeholder engagement in CaBA (471 ideas) and there was a lot to be said about what is already working (319). Whilst numerous challenges were also discussed (271 ideas), many of the future possibilities generated by participants directly addressed these challenges.

The following chart shows the breakdown of ideas by branch. The first five branches were pre-set on each of the Ketso felts. Some groups opted to write their own title for the 'blank' branch.



(Rivers Trust Ketso Workshops, 2014)

The branch 'working together to achieve outcomes' received the greatest number of ideas overall, and a disproportionately high amount of grey leaves compared to the other branches. As the analysis will show, much discussion related to involving new stakeholders in active roles. The theme that generated the second highest amount of discussion was 'sustaining engagement', closely followed by 'accessibility and reaching the 'hard to reach''.

APPROACH TO ANALYSIS

The complete felts, including leaves, comments and icons, from each workshop were entered into a spreadsheet that has been designed for the analysis of Ketso data (Ketso n.d. (B)). Leaves that had been placed together (as a string of ideas) by the workshop participants were given a joint code. In this way, in the course of the analysis when leaves were sorted in different ways they could be traced back to their original context.

In order to synthesise data across the different workshops, it was initially sorted so that all of the ideas relating to the different branches could be read together. In order to organise the large amount of data, leaves (ideas) were then tagged with categories. These categories were determined by the lead author of this report, from an analysis of the raw data. 65 tags in total were developed from the initial analysis of the entire data set. Each leaf was tagged up to three times. This allowed related ideas from across all six workshops to be analysed together. The tags were established by examining each leaf sequentially and asking, 'what is this leaf discussing?'. No tags were predetermined, so that the first leaf generated the first tag. The next leaf would either generate its own tag or be grouped along with a previous leaf or leaves. The number of leaves pertaining to a tag varied considerably³. Table 1 shows the first 15 cells of the data set with the initial set of tags.

³ For instance, the tag 'Law' contained 16 ideas whereas 'Networking' had over 70.

Table 1 – Sample of Data (Rivers Trust Ketso Workshops, 2014)

Details	Legend	Felts	Branches	Leaf +	Rivers Trust Work	Spellcheck
Felt	Branch	Leaf Type	Participants' Idea (written on leaf)	First Glance	1	
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Engage wider public	Engagement		
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Engage across other sectors, health, art, heritage etc.	Engagement		
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Ecosystem approach - project creation based around a number of outcomes	Process	Outcomes	
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Get closer to the ground	Action		
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Directly engage the public	Engagement		
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Train' volunteers to do walkover surveys	Volunteers	Action	
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Access to Data and evidence	Data		
RiversTrust_	Accessibility and reaching the 'hard to reach'	Comments/Questions	How to tackle legacy data issues?	Data	Challenge	
RiversTrust_	Accessibility and reaching the 'hard to reach'	1 What is working?	Stakeholders feel listened to	Stakeholders	Principle	
RiversTrust_	Accessibility and reaching the 'hard to reach'	Comments/Questions	Valued opinions	Principles		
RiversTrust_	Accessibility and reaching the 'hard to reach'	3 Challenges	Geography!	Geography		
RiversTrust_	Accessibility and reaching the 'hard to reach'	3 Challenges	Water body management catchment size - too large	Geography		
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Work at a water body area	Geography		
RiversTrust_	Accessibility and reaching the 'hard to reach'	2 Future possibilities	Key champions in each area and local representatives	Empowerment	Geography	
RiversTrust_	Accessibility and reaching the 'hard to reach'	1 What is working?	Visualisation of evidence	Present Results		

Because of the large number of tags, the data was filtered in two ways before further analysis. First, only the leaves with tags of a substantial frequency were analysed. This helped ensure that a particular concern (such as 'Maintaining Momentum') was shared by multiple actors and was not just reflecting one individual's opinion. Second, analysis focused on themes that relate directly to the CaBA process **and** stakeholder engagement, omitting more technical topics, such as 'surveying' and 'data'⁴. The analysis section of the report examines the ideas that made it through these two filters, developing key themes around each topic (which were in turn further refined through the analysis) and illustrating them with ideas written on leaves by participants. When an idea from a leaf is quoted in the report, it is shown in the following manner:

 'Holistic Catchment Approach' ✓ x8

⁴ The full data set may be obtained at <http://www.ketso.com/examples-case-studies/environment-sustainability#CABA>

This leaf icon indicates the colour of the leaf that the original comment was written on. In this case, the participant meant the comment 'Holistic Catchment Approach' as a 'future possibility'. Also, the checkmark indicates that it is something that was highlighted by participants as an idea that 'moves us forward'. In the analysis, particular attention was paid to ideas with multiple icons by them.

3.0 FINDINGS

In the course of the analysis, four broad themes emerged from the tags: 'Inclusive Stakeholder Engagement', 'A Process with Momentum', 'Communication and Publicity' and 'Alignment with CaBA Guidance'. This section is divided into four subsections, each containing a discussion of a category based on the analysis of its respective tags. In the following table, each category rests above the tags that are incorporated into its discussion.

<u>Inclusive Stakeholder Engagement</u>	<u>A Process with Momentum</u>	<u>Communication and Publicity</u>	<u>Alignment with CaBA Guidance</u>
<ul style="list-style-type: none"> • Networking • Engagement/Community • Ownership/Empowerment • Key Stakeholders • Personal Engagement • Youth/Schools • Events 	<ul style="list-style-type: none"> • Incremental Work • Maintaining Momentum • Planning • Action • Consensus and Decisions 	<ul style="list-style-type: none"> • Publicity • Social Media 	<ul style="list-style-type: none"> • Principles • Self-reflection

The original tags were a means to organise the data for analysis. By grouping them into broader categories, it is possible to discuss the more general topics that the participants addressed in the workshops. The discussion is built from ideas written by the participants and organised according to the process described above.

INCLUSIVE STAKEHOLDER ENGAGEMENT

Two ideas that were highlighted as key future possibilities for 'Joining up across sectors' were  'Ecosystem Services' ✓ x3 and  'Holistic Catchment Approach' ✓ x8. This suggests that the very nature of CaBA both demands and allows for an inclusive and integrated approach, as shown in the emphasis placed on the need to  'Collaborate' ✓ x2 and the comments:  'Cross-catchment joined up approach essential to long term learning and sustainability' ! and  'Need to understand all issues and sectors engagement with everyone is key' ! ✓ Future possibilities that could

bring further benefits from a more collaborative way of working, which were highlighted as key for 'sustaining engagement', were  'Pooling of resources' ✓ and  'Pooling data/sharing' ✓.

The three branches used to structure the discussion on the Ketso workspaces that relate most closely to the theme of inclusivity were: 'working together to achieve outcomes', 'sustaining engagement', and 'accessibility and reaching the 'hard to reach''. These branches also attracted the greatest number of ideas on leaves in the discussion from across the six workshops. There were a lot of ideas developed about the general theme of inclusion. The grey leaf, showing a challenge:  'Giving everyone an equal voice', reflects the fact that it can be difficult to develop a fully inclusive process, but it is a necessary component of social learning. Ideas about inclusivity came up in each of the workshops, e.g.:

 'Recognise & value all forms of wisdom' (London Wetland Centre workshop)

 'Inclusive' (Martin Mere workshop)

 'Allow all views to be heard' (Slimbridge workshop)

Including stakeholders in the CaBA process is a fundamental component of the approach, and many ideas were generated as to how this can be done. Key ideas for improving 'accessibility and reaching the hard to reach' that were highlighted by participants included:

 'Encourage a wider range of stakeholders to be influenced'

 'Train volunteers to do walkover surveys'

 'Get community involved in building a picture of the issues'

 'All people/stakeholders know what the issues are'

 'Telephoning stakeholders to gather views on problems'

 'Videos and photos'

 'Increase communication outside of landowners e.g. urban areas'

 'Buy-in from landowners to do something positive'

Collectively, participants across the six workshops addressed the question of who to involve in CaBA and how they can be involved. The stakeholders mentioned in the workshops were:

- Local community
- Local Interest Groups
- Conservation organisations
- DEFRA, EA, Rivers Trust
- NGOs
- Sports Sector
- Arts Sector
- **Businesses:** Banks, Shell, Tesco, Finance sector
- Local Business
- Water Companies
- Farmers
- **Leisure:** Anglers, Canoeists, Fishing clubs
- Local colleges, schools
- Academic institutions
- Other European river organisations

Many of these stakeholders were mentioned on brown leaves, indicating that they are already playing an important role. It was noted, however, that it is important to  'Make the effort to approach 'difficult' stakeholders rather than concentrating on enthusiastic ones' and  'Be much more eclectic in our partners'  ...– For non-environmental sectors such as 'sports' and 'arts', their role was still seen as a future possibility. Businesses and the finance sectors were mentioned as possible  'funding sources', with a related idea:  'Broaden funding search outside of wildlife e.g. recreation / tourism / health'   . Furthermore, anglers and canoeists could be engaged as  'pollution spotters' and local businesses could be asked to  'sponsor a stretch of river'.

The workshops highlighted two important aspects of engagement with stakeholders: firstly, identifying which stakeholders are going to be the most relevant for either a particular action or CaBA in general and secondly, determining the most effective way of reaching these stakeholders.

.   'Identifying the key stakeholders'  was written both as 'what is working well' and as a 'challenge'. This may include  'Getting the buy-in of key community leaders & influencers',  'Identify[ing] Key farmers', or  'Get land owners much more involved'   . Two ideas for bringing stakeholders together were  'linking community to government organisations – e.g. Environment Agency' and  'Water companies / farmers paired up on coach for catchment visits'. 'Personal engagement' came up as both what is working well already and a future possibility:

 'Face to face communication - site visits - knock on doors' ✓.

 'Personal face to face engagement' ❗.

A brown leaf showed  'Linking with numerous and new sectors not involved with before' as an area that is currently working well. This leaf was followed by a comment stating,  'Need to understand all issues and sectors - engagement with everyone is key'. There was similarity between the positioning of the catchment host in relation to other stakeholders and the role of a mediator that Forester (1999) describes. One participant wrote as something that is working:  'Host as a conduit and glue to bring stakeholders together'. A related idea to help achieve this was to  'Demonstrate the benefit to individual organisations resulting from their involvement'. Another related idea that was highlighted as important was the need to  'Set the right example - decision makers are those representing stakeholders taking part' ✓ x3, showing that there is a need for those involved to model the kind of partnership behaviour that is required for holistic catchment planning, as well as asking others to do it.

Engagement with the local community was frequently mentioned both as something that is already working well, and as a future possibility. One of the few challenges discussed regarding local communities was:  'Local communities don't know what they can do to help their river' (London Wetlands Centre workshop). Ideas from the other workshops offer possible solutions to this problem:

 'Discuss local concerns' (Martin Mere workshop)

 'Get local groups to identify actions' ❗ (Slimbridge workshop)

Educating the local community about how CaBA is relevant to them is important for engagement. A catchment partnership may be built through  'Joining community groups back together' ✓, as well as through  'Links with neighbouring catchments' ✓.

An idea highlighted as important under the theme of 'Continuity and learning over time' was:  'Form groups within each parish/water body so local community can carry forward for long term' ✓ and  'Get all parishes doing something for their environment' . Encouraging such local involvement has other benefits, such as serving the key need to  'monitor & share changes over time', which can be encouraged through  'Citizen scientists to check rivers' ,  'Phone apps/augmented reality'  and  'Involving people in the monitoring' .

Linked to the idea of building trust, a future possibility stated  'Joint action, more partnership working to build trust 'face time'' ✓ x2. Participants in the workshop wrote about giving people/the community a sense of ownership over actions and ideas. The leaf  'Sense of ownership' was followed by  'Crucial to long term successes'. A future possibility that was marked as 'important' stated:  'Visioning- allowing groups to create a vision of their future aspirations for the catchment' .

Using events to engage with stakeholders was widely discussed at the workshops. As one participant put it,  'No brainer. Activity Day.' Altogether, 16 brown leaves, 24 green leaves and 1 comment were recorded that related to some sort of 'event' or 'day'. There was an array of purposes that an event might serve. These included:

- Building awareness of the River/CaBA
- Fostering a connection to the river
- Education
- Getting the community involved
- Action e.g. clean-up days
- Leisure – getting families to the river
- Events with key stakeholders e.g. farmers and water companies
- Engagement using art and music

On several occasions, what one participant would write as 'what is working' another participant would write as a 'future possibility'. This reflects the way Ketso allows participants to learn from each other and exchange practice: ideas that were already being practiced in some of the catchments could be

shared and discussed among the participants. This allowed others to learn from what is working and to develop ideas for their own catchments. The following table shows some of these related ideas side-by-side.

What Is Working 	Future Possibilities 
'Pie & Pint'	'Pie & Pint'
'Community pop up event in shopping centre'	'Pop-up in shopping centres'
'Clean up days'	'Clean up events'
'Awareness days'	'River catchment awareness events'
'Share and promote success'	'Share and promote success'

Engagement with youth was a popular topic in the workshops, as is highlighted by this comment:

 'More meaningful engagement with the young'  . For all three regions, engaging with schools is something that was seen as working well. Additionally, there were many future possibilities about ways to engage with youth, including working with primary schools, higher education (including MSc/PhD), working with local colleges, an agricultural college, and businesses (e.g. plumbing courses and B&Q). Table 2 contains ideas for different ways of engaging with youth.

Table 2 (Rivers Trust Ketso Workshops, 2014)

Education	Engagement	Ideas
 'River morphology in school science curricula'	 'Involve schools and college in monitoring a local site of river'	 'Competitions in schools'
 'Education in schools, 'forest schools' for rivers'	 'Develop an online system for schools etc. to upload monitoring data etc.'	 'Produce schools package'
 'Link projects to educational curriculum'	 'Educational visits in schools'	 'Literature/art/photo competition'
 'Raising awareness of environmental issues in children/next generation'	 'School visits to 'riverschool' and hatchery'	 'Writing poems and songs'

A PROCESS WITH MOMENTUM

Maintaining momentum is key to keeping people's interest in the catchment, as is highlighted by this challenge:  'People lose interest if/when there is no measurable/noticeable effect in 2-3 years'. A future possibility attached to this challenge stated,  'Always have guaranteed wins'. A lot of work can be going on but that does not necessarily mean it feels like there is momentum. A further idea in this vein that was highlighted as important was:

 'Offer hands-on to everyone and get to actions quickly'   x2

An important strand to emerge in this discussion was that of working in manageable increments (or bite-sized chunks) in order to consistently produce results and hence maintain momentum. This was reflected in this string of comments from one of the Martin-Mere workshops:

 'Bite off sizeable chunks Timescales (maintain interest enthusiasm)'

 'Divide into bite sized chunks'

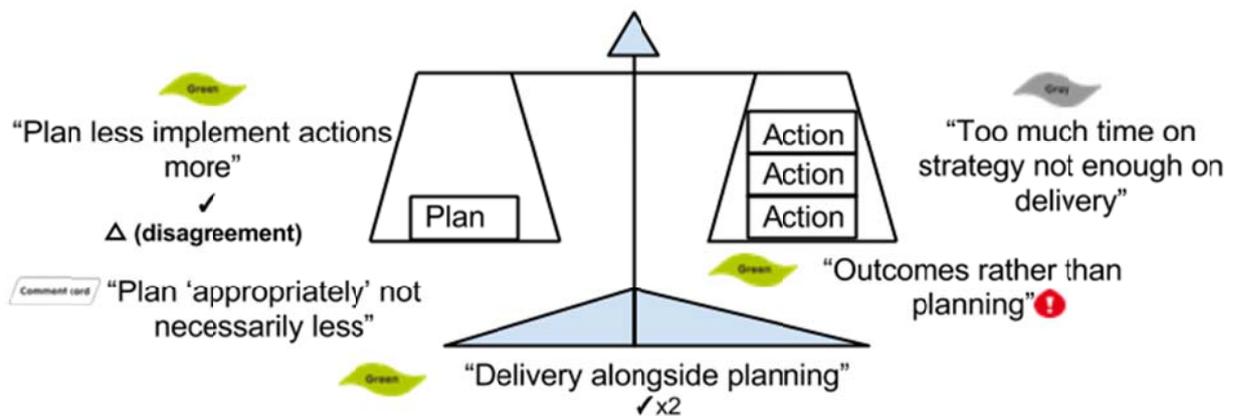
 'But be aware of just doing same things over and over'

That these comments were written on brown leaves (used at the Ketso workshop to consider 'what is working well') suggests that working in this manner had been successful so far.

The relationship between planning and doing action on the ground is important for maintaining momentum, and the need to find an appropriate balance between these two came up during the workshop. The workshop revealed that the process of planning is a point of contention. Planning can help with reducing duplication of activities and improving the efficiency of a project, though too much planning can stunt action in what was described as 'plan fatigue'.  'Moving from the plan and into action' 

was highlighted as 'important'.⁵ Overall, it seems that the proper balance contains more action than planning, with planning seen as a continuous process and reflection on action, rather than a stage that can stymie action. Ideally a catchment can have 🍃 'Flexible and adaptive project plans'. Figure illustrates an ideal relationship between planning and action, using a synthesis of data from the workshops.

Figure 3 Dynamic balance of planning and action



It was not seen as enough just to move to actions, however, as it is important to communicate about successes in order to maintain momentum. 🍃 'Sharing success stories' ! was seen as important in current practice, and two ideas that were highlighted as future possibilities, indicating learning from this workshop, included: 🍃 'Take small steps, learn and pass on to others' ✓ and 🍃 'Demo benefits to justify funds' ✓. A related idea that emerged was 🍃 'Look for different ways of working' !.

Forming a consensus and making decisions about actions seemed to present many challenges, however, these attracted many green brown leaves as solutions to these challenges, for example:

⁵ DEFRA (2013b) has this tip: "Once you are making progress, you can scale up" (p. 12).

 'Local decisions leading to action' ✓

 'Using available information to build common understanding' ✓

A particular challenge that was marked as 'important' once and 'moving us forward' three times was,

 'How to agree shared outcomes'  ✓ x3, with a related challenge:  'Getting consensus on

actions'  x2. A response given to this challenge was  'Scales of Agreement 0 1 2 3 4 5 6'. A leaf

for working with multiple stakeholders stated:  'Good skills in deliberative dialogue facilitation' . In

all three locations, the idea of  'Outcomes with multiple objectives'  came up. This requires merging multiple agendas. While it can take a degree of effort to find common ground and align

programmes (including the need to  'Link outcomes to what people care about' and  'Sell

the benefits'), this process can generate greater involvement over time. As one participant put it, 

'Delivering multiple benefits = more money'.

COMMUNICATION AND PUBLICITY

Ideas around publicity were a common theme across all workshops. Ideas in this area were written more commonly on green leaves (future possibilities) than brown leaves (what is working well), suggesting that this is a fruitful area for future development, rather than an area that is working well at the moment. The relevant stakeholders of the catchment may not all be involved or even aware of opportunities to be involved. Publicity was seen as a way to reach a wider audience so that their participation may be gained. Involving civil society is a necessary aspect of CaBA as is mandated by the CSI. The following list shows a selection of the ideas around publicity from the data.

 'Getting local celebrity endorsement'

 'Good publicity success stories'

 'Get local press articles'

 'Session on catchment before the weather on regional news'

 'Parish Newsletter Web Articles'

 'Website/better sharing of projects/info'

 'Rivers exhibition'

 'Use other communication to reach others e.g. Twitter'

 'Essex Rivers Hub Website'

 'Book has been produced about the river'

Seven green leaves suggested the future usage of a specific social media site or social media in general, giving the impression that there is more that can be done to make the most of social media in the catchments. Altogether, three brown leaves touted the success of using social media but three grey leaves noted the challenge of using social media. This is an example of a discussion around social media:

 'Social media' 

 'Use of social media (FB/Twitter/etc.)'

 'Lack of confidence/wanting to do social media'

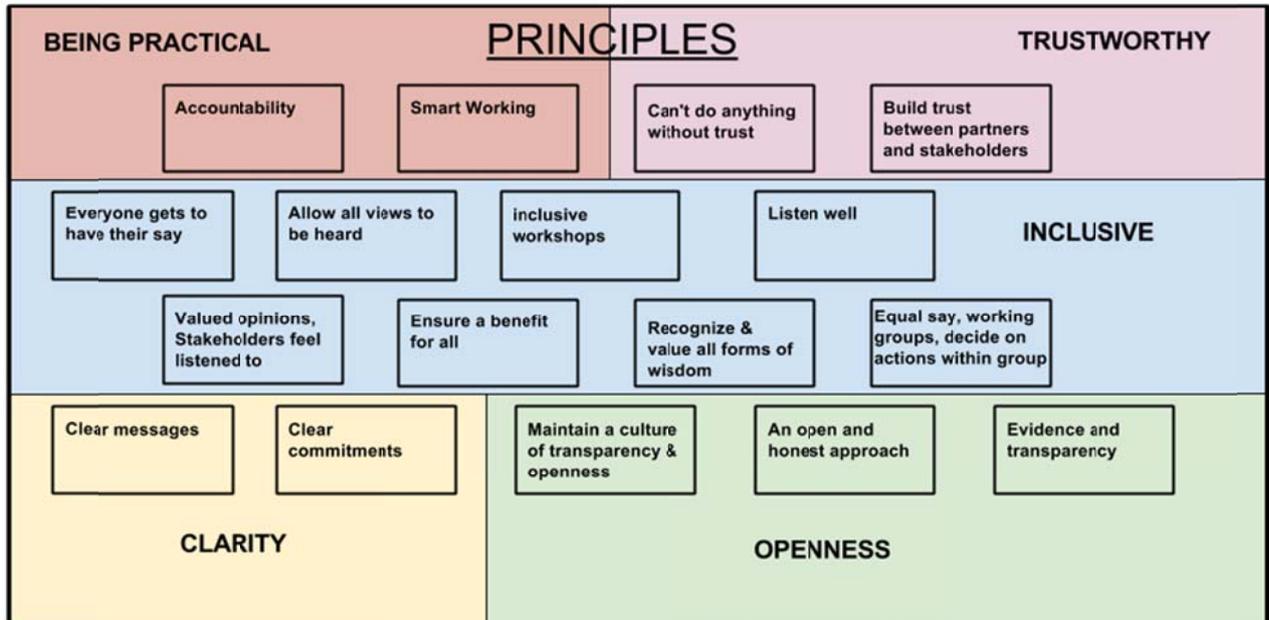
The use of social media brings up two important considerations when trying to spread awareness of CaBA and to increase engagement: 'What demographics are the partners trying to engage with?', and 'What mechanism will produce the best results for the different stakeholders?', e.g. personal engagement with farmers was seen as likely to be more effective than the use of social media in trying to reach this group of stakeholders. A comment attached to a leaf suggesting that social media is working well stated, 'Especially young people? a conversation'. As already discussed, engagement with youth received a lot of attention during the workshops, and social media may be an effective path to reaching this particular group.

ALIGNMENT WITH CABA GUIDANCE

In the course of the analysis, some ideas were tagged as a 'Principle'. These referred to the way CaBA should be conducted. As DEFRA (2013b) has provided guidance for CaBA, the workshops

provided an opportunity to explore the guidance for people working at the catchment level. The following figure shows an overview of the key ideas that were tagged as 'Principles'.

Figure 4 - Principles (Rivers Trust Ketso Workshops, 2014)



The theme of inclusion can be seen in the Common Strategy on the Implementation of the WFD (CSI) as it 'recognises the importance of an active involvement of stakeholders, NGO's and the civil society' (European Commission, 2001, p. 18). Inclusion is emphasized by a report into the CaBA Pilots, which states that a key way of working should be 'working collaboratively with a broad range of stakeholders to ensure representation of issues of concern' (Cascade et al., 2011, p. 10). The CSI goes on to state that the 'process should be based on the principles of openness and transparency' (European Commission, 2001, p. 18). Furthermore, Tippet et al. (2005) state that 'effective participation can only take place in an environment of trust, transparency, respect, and openness' (p. 296). The workshop revealed that the thinking of those working at the catchment level aligns closely to the guidance given for the Water Framework Directive as well as research into social learning in river basin management.

Evaluation and or self-reflection are critical components of social learning. Self-reflection came up multiple times in the workshop. For instance, one participant wrote  'Looking back at the

consequences of action taken' . The leaf  'Monitoring & reviewing progress' was followed by  'Learn from mistakes' and  'Because you're not learning when it's going right'. Though the practical effectiveness of particular initiatives (e.g. a community 'clean-up day') can be evaluated, social learning involves critically assessing the process, for instance reflecting on how the community is being engaged with, or who is benefitting from actions taken. This level of self-reflection can produce better engagement methods that should, in turn, improve the effectiveness of initiatives.

4.0 CONCLUSION

The Ketso workshops provided an opportunity to develop ideas around stakeholder engagement in CaBA. They also gave participants an opportunity to experience a hands-on toolkit for creative engagement. As stakeholders in the process themselves, the participants developed ideas about how to engage other stakeholders. The analysis of ideas pertaining to stakeholder engagement revealed useful insights into engaging with the local community, such as empowering the local community and having them identify actions. It also brought together a list of the different stakeholders that are currently being engaged with or still remain as a future possibility for engagement. This section of the analysis also contains numerous ideas for events. Feedback about the success of any such events, as well as the factors that led to that success, would be useful information for other catchments wanting to host a similar event. A range of ideas from overarching principles to detailed practical suggestions was thus developed.

The section on process had one major theme emerge: maintaining momentum by having consistent action is important to keep people interested in the overall project. The section on communication and publicity also contains a list of 'what is working' and 'future possibilities' for getting the word out about what is being done in the catchments. The discussion of social media was an interesting topic to emerge, as a lack of guidance in this area was identified. Utilising these tools is a ground-up approach to spreading awareness that is likely to look different in each catchment, depending on existing use of social media within the organisations involved, as well as different levels of engagement with social media on behalf of the local communities.

The analysis of the ideas developed by participants gives an insight into how CaBA should and could be conducted, and it is derived from a wide range of stakeholders, from catchment hosts the Environment Agency and DEFRA. The ideas surrounding how CaBA should be conducted show a broad similarity with the key principles set out in DEFRA's guidance and in the academic literature on social learning. This indicates that the key principles are applied in the local contexts, and workshops such as the ones analysed in this report provide opportunities for catchment hosts to share best practice and learning, as well as to discuss the contextual factors that are important to consider when adapting the process to each particular catchment.

This report was based on a data set produced from six Ketso workshops hosted by the Rivers Trust. It contextualised the topic of the workshops and brought in the concept of social learning to supplement the ideas that were generated. The data set was large and contained many discussions that were not addressed in this report. The full set of data can be downloaded from the Ketso website⁶. The analysis is an attempt to provide a synthesis of key ideas to emerge that are relevant to the CaBA process and stakeholder engagement. Engaging with stakeholders is an underlying principle of CaBA, but **how** those stakeholders are engaged with is a matter to be determined in context within each CaBA process. The analysis contains concrete ideas, such as event days or potential stakeholders, as well as key lessons learned from existing practice in the catchments. It is hoped that this analysis can be of use to the catchments in developing their unique CaBA process.

⁶ <http://www.ketso.com/examples-case-studies/environment-sustainability#CABA>

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