

What makes for successful stakeholder involvement? Lessons learned in Scotland

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Stakeholder Involvement in Catchments



- The 'new' paradigm for water management
 - Internationally - Integrated Water Resource Management
 - Within Europe – Article 14 of Water Framework Directive
- Change from *government* to *governance*
 - Decision making and implementation by all those who affect or are affected by the process
 - Often distinguish between organised and unorganised stakeholders
- Four ways to influence behaviour:
 - Legal sanctions and guidance
 - Economic sanctions or incentives
 - Provision of education and advice
 - Voluntary collective action

Why stakeholder involvement?

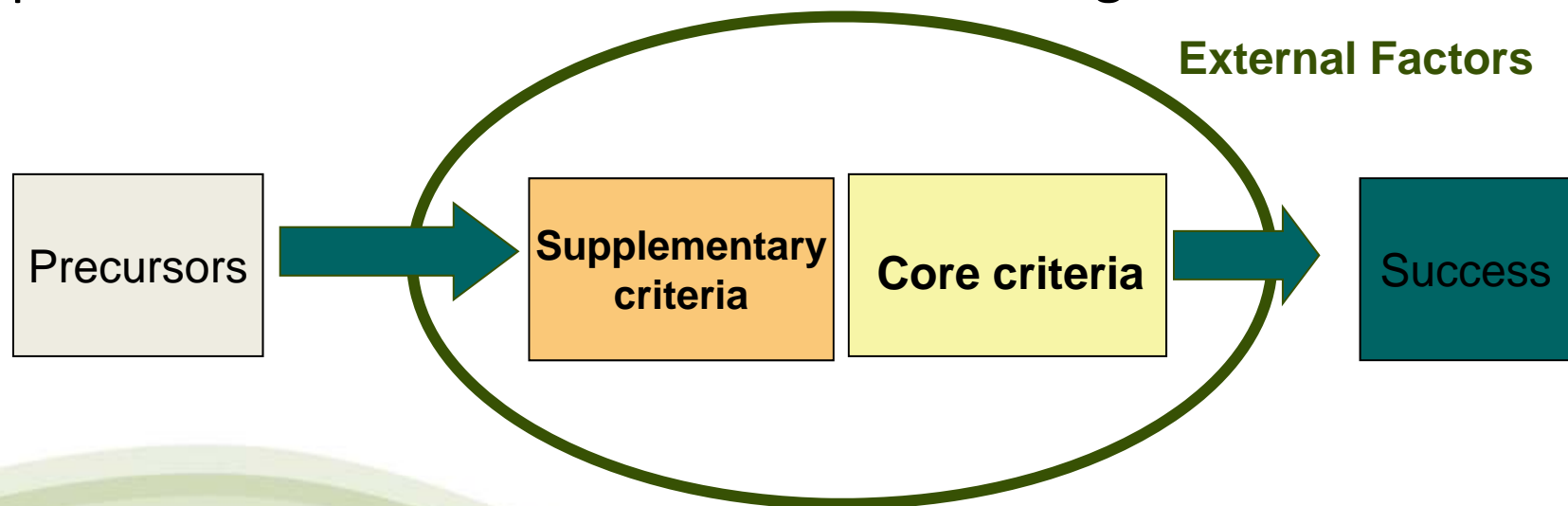
- Unorganised stakeholders want to have a say:
 - Improve characterisation via local knowledge
 - Improve choice of measures/actions through tacit knowledge
 - Avoid regulation or achieve competitive advantage
- Demand from organised stakeholders, particularly policy makers
 - Smaller 'joined up' government, focus on outcomes
- Clashing motivations?
 - Equality; interdependence .v. Cheaper; more efficient ...
- Theory also reflects different motivations from a variety of disciplines:
 - Collaborative planning; spatial planning; business management; institutional theory; political theory, etc

Drivers of Stakeholder Involvement

- Three reasons for engagement:
 - Substantive – many heads are better than one
 - Normative – part of a developed democracy
 - Instrumental – achieve buy-in & reduce costs
- Which one(s) drives your project?
- A spectrum of involvement:
 - Coordination, cooperation, co-evolution, collaboration
- Where are you on this spectrum?

What is success?

- Not all projects have the same objectives – therefore definitions of success vary
- Good practice is dependent on the context in which a CMP operates and the external factors influencing it

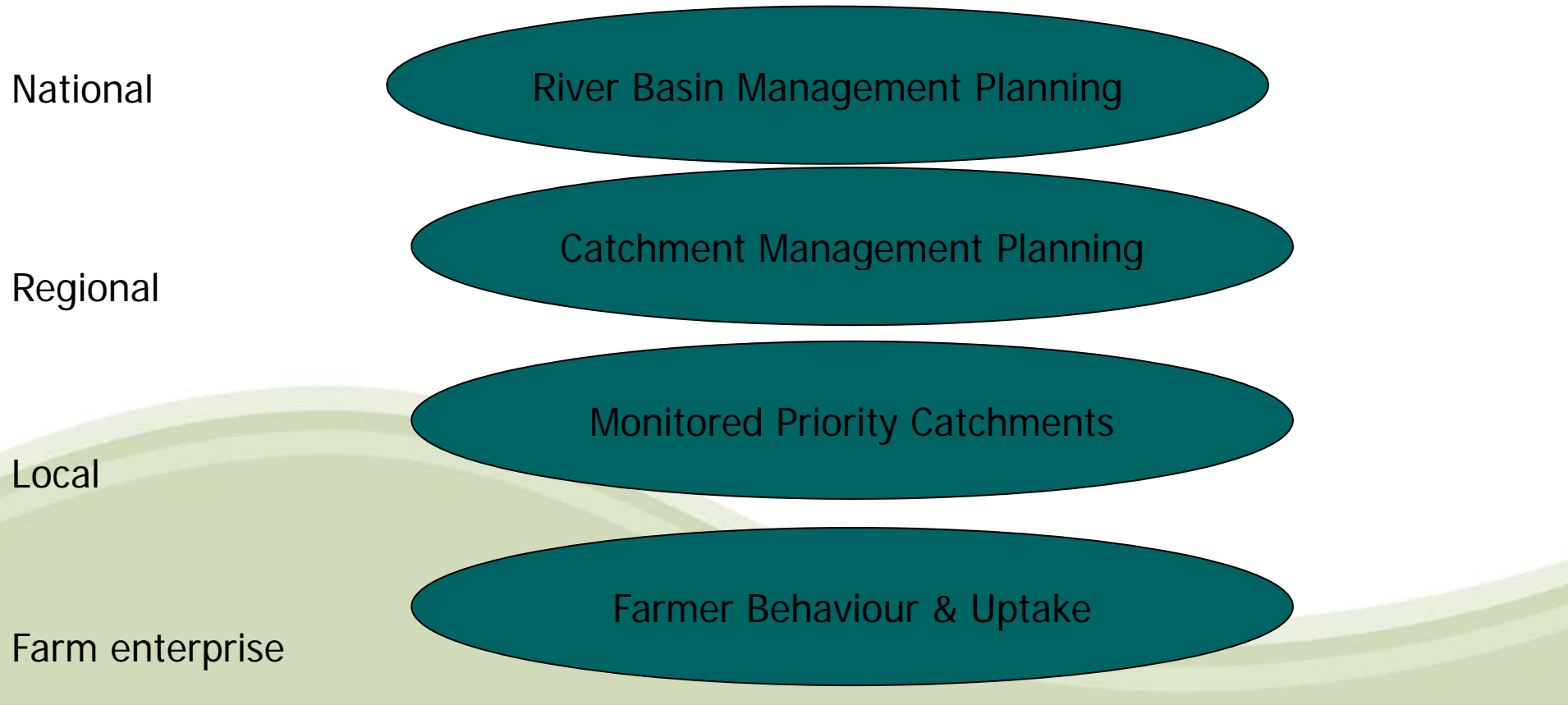


- Implications for practice – focus on what you can influence and be alert to external opportunities & threats

Overview of Projects

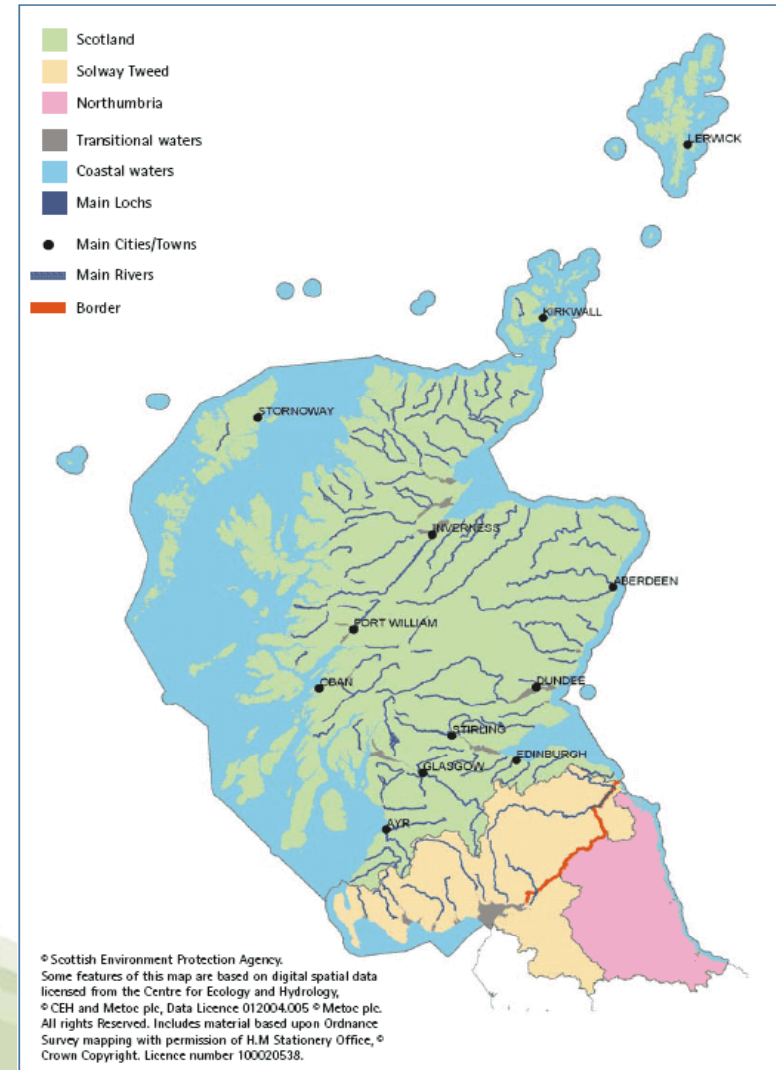


Our research tests these prior ideas to update theory and improve practice



River Basin Management Planning

- Regulatory driver – achieving objectives by 2015 or beyond
- Worked with 4 Area Advisory Groups & National Group
 - Argyll, Clyde, North-East and Tweed
- Exploring how the process of developing the plan together will influence the outcome
- Findings across all groups:
 - Stakeholders ability to influence process varies by type and individual
 - Self-interest and collaboration co-existed within group interactions
 - Difficulties in achieving holistic assessment - more data alone not sufficient to resolve conflicts
 - General satisfaction with outcomes to date but proof in implementation



Multiple Scales in RBMP

- Different interests operate at different scales
 - National level for strategic overview
 - Water body level for WFD reporting
 - Area/regional level for integration and inclusion
 - ▶ Shifting to a catchment approach
 - ▶ Overlap and/or linkage with catchment plans
- Challenges:
 - Consistency and transparency when many to many at local scale
 - Engaging primary stakeholders at national scale
- Regional NRM often seen as best compromise
 - Need *cross-scale* planning and management

Catchment Management Planning

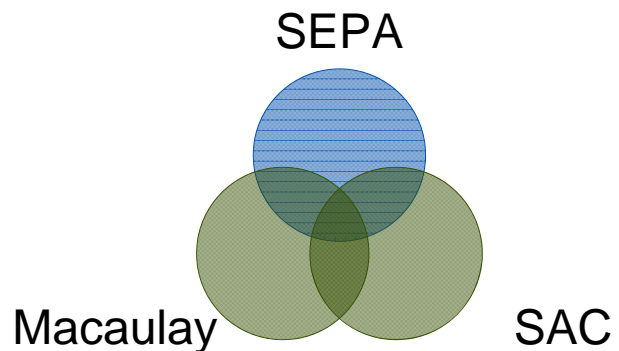
- Non-regulatory drivers co-exist with regulatory drivers
 - Often seek to coordinate conflicting policy objectives
 - Wider objectives than RBMP e.g. recreational conflicts
- Similar stakeholders to AAGs but more local accountability
- Dependent on coordinator and/or chair person
- Often intermittent resourcing
 - one off or ongoing process? E.g. Spey CMP process; River Dee
- Achievements for River Dee
 - 4 working groups taking forward urban watercourse restoration, reducing pollution from septic tanks, reducing diffuse source pollution, and improving flow management
- Achievements for River South Esk
 - Bio-security planning, forum for conflict resolution (FWPM .v. dredging)



Monitored priority catchments



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Location of the Lunan and Cessnock systems



Cessnock:
Clyde Area Advisory Group
70 km²



Lunan:
Tay Area Advisory Group
134 km²

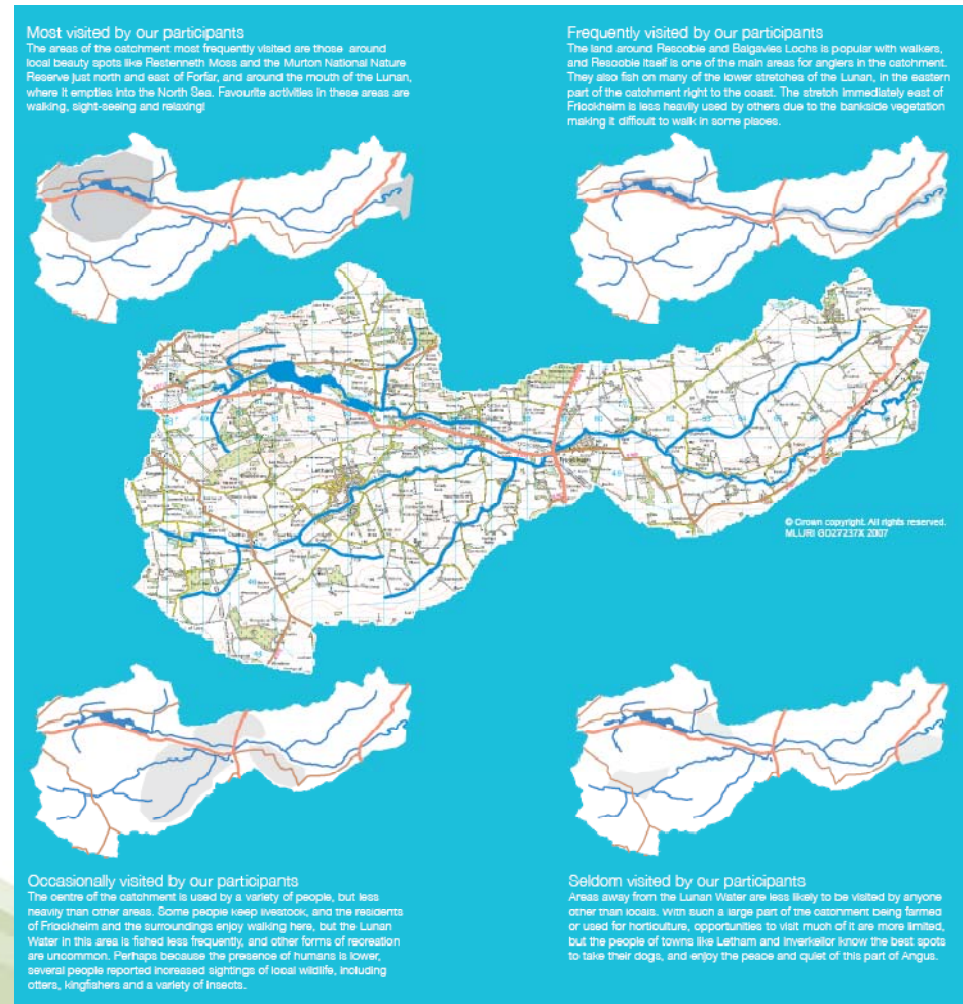
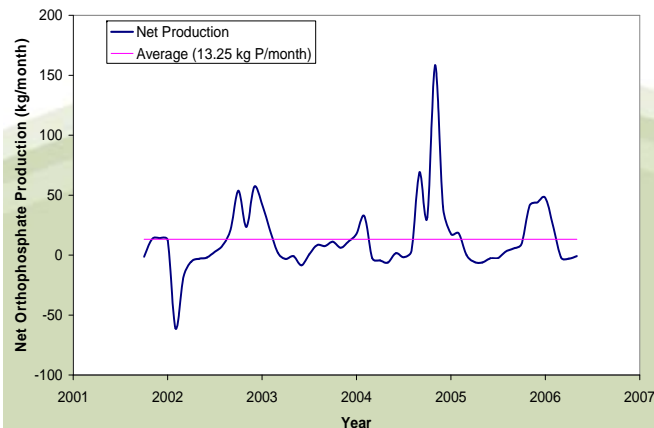


Typical dairy and mixed arable catchments



Understanding Local Knowledge

- Linking scientific & local knowledge about:
 - What are the problems, where are they and what can be done about them?
 - Provide a more holistic assessment of catchment
 - Engage public in good practice



Understanding Uptake by Land Managers

- Ran workshops with land managers in Scotland and Greece
- Nine issues affecting uptake
- Also perceptions of policy conflicts, unfair treatment and future drivers of change
 - unpredictable – market and policy signals more important than climate



Advising Land Managers

- Updating economic theories of lock-in
 - Attention to behavioural aspects including social & cultural issues
 - Different constraints at different times
 - Recognise windows of opportunity for provision of advice



Overall Lessons Learnt:

- Water management takes place at multiple, interconnected levels
- Understand and agree ‘success’ for all involved
- Agree the problem, responsibility, priorities and vision
- Plan how to pool and integrate different knowledge and data
- Resource action on the ground & influencing policy
- Move beyond a talking shop and illustrate benefits (quick wins)
- Monitor, learn and adapt (but do not obsess over indicators)
- Can be constrained within formal statutory processes ...
 - But useful to have the stick in the background...
 - Prescription- participation tension can be fruitful
- Scaling up requires resources – but can we afford not to?

Some draft principles...

- Inclusion, Integration; Adaptation and Context dependency are key principles for stakeholder involvement
- Stakeholder involvement is a process not a project
 - It will evolve over time and may not be 'controllable'
- Consider why you need involvement and what form it should take
 - when forming groups, implementing projects and potentially, dissolving and/or evolving processes
- See CATCH Handbook <http://catch.macaulay.ac.uk/> for checklist for different stages of plan preparation and implementation (preparing, writing, consulting, implementing, monitoring, revising, cross-cutting resource issues)
- See 3 Dee Vision checklist on partnerships (http://www.macaulay.ac.uk/projects/203078_checklist.pdf)

Further Information

- Feedback on RBMP results
 - <http://www.programme3.net/water/water345gov.php>
- Catchment Management Plans
 - <http://www.theriverdee.org/>; <http://www.angusahead.com/southesk/>
- Monitored Priority Catchment Information
 - <http://www.programme3.net/water/water345pollution.php>
 - <http://www.macaulay.ac.uk/lunan/>
- FP7 REFRESH reports on uptake & policy perspectives
 - http://refresh.ucl.ac.uk/barriers_to_action
 - <http://refresh.ucl.ac.uk/futureWFDchallenges>
- Natural Flood Management Demonstration Project
 - <http://www.macaulay.ac.uk/aquarius/>



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Questions?
Comments?