



NeWater

TRAINING AND DISSEMINATION WORKSHOP REPORT

Sub case Rhine

**Report of the NeWater project -
New Approaches to Adaptive Water Management under Uncertainty**

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Executive Summary

The Enhanced Stakeholder-issue Analysis will assist stakeholders in gaining insights in the goals, aims and views and interests of the other stakeholders for achieving AWRM goals in a river basin. By understanding each other's points of view and by taking these into account it will be possible to design more effective AWRM strategies.

The method is to show in what manner the water system influences and is influenced by the network of stakeholders. To understand this, the stakeholders thus need to learn about the network within which they find themselves and how the goals, interests and aims of the various stakeholders show the pluriformity, mutual dependency, closeness and the dynamics of the stakeholder network structure.

Participants will learn more about stakeholder processes and will leave the workshop with more experience, practice and confidence in how stakeholder-issue analyses. Stakeholder processes are of importance when setting up river basin management plans and to introduce the concept of AWRM.

From the methodological point of view participants will learn how to identify important stakeholders, how to carry out an inventory of perceptions, goals, interests and resources. Further, the enhanced stakeholder-issues analysis provides an introduction into prioritizing stakeholders, assess dependencies and assess network of stakeholders. Also tools for stakeholder analysis are part of the training: SWOTs, Role Play Games, Group Discussion, Individual /Group Reflection and Influence Network Mapping etc.

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1 Introduction

The Rhine river basin is considered, from an economic point of view, the most important river of Western Europe. Four sub-basins of the Rhine are study areas for the NeWater project; the training was delivered in the Kromme Rijn, Netherlands. In this sub-basin the land use is diverse: a large city, large estates and villages are mixed with pastures and woodland. Land use is characterised by agriculture, a very strong horticultural industry and recreation. Water abstraction is mostly for public water supply. Involving stakeholders in this region has not been particularly successful; the water managers in the sub-basin could benefit by improving the engagement process, particularly the timing. Balancing the interests of the stakeholders and finding the balance between too much or too little communication with the stakeholders, was of great interest to the water managers.

2 Aim of the training

The aim of the training was to gain greater understanding of the way in which stakeholder analysis can be used for establishing contacts with other stakeholders and encouraging their inclusion in water management practice reform by building commitment. Moreover, the tool aims to help managers in identifying and establishing the balance between the interests of the various stakeholders who use the land and water in different ways.



3 Tools

In order to learn more about how stakeholder analysis can be applied by water managers to improve decision-making, the workshop training included the tool: *Enhanced Stakeholder Issue Analysis*.

Enhanced Stakeholder Issue Analysis

The purpose of the tool is to support water managers in identifying, contacting, involving and communicating with the stakeholders that are relevant in a decision-making process.

The tool gives explanations on how to identify the network of people which may influence the outcome of a decision-making process. By doing this, the goals, interests and aims of the various stakeholders can be identified and used to show which stakeholders could be included in which manners and at which moment in decision-making.

4 Evaluation

Evaluations of the workshop showed that participants felt that the tool could help in achieving adaptive water management because it helps improve understanding of who they are going to deal with and to learn what drives those stakeholders. In this manner they could come to better plans, goals and possibilities to mutually achieve water management goals.

Participants did feel that the tool needed to be accompanied by more practical experience with the methods in tool description. Future workshops should ensure that more time is spent on this.



5 Flyer for Train-the-Trainers Workshop

Rhine Case Study Area

TtT held 24 January 2008, Houten, the Netherlands

Adaptive IWRM cycle steps ¹	Themes of training	Tools
<ul style="list-style-type: none">(1) Establishing Status and Build Commitment to Reform	<u>Stakeholder and Institutional Analysis</u> : Identifying stakeholders, their perspectives and their roles in decision making.	<ul style="list-style-type: none">Enhanced Stakeholder Issue Analysis

Enhanced Stakeholder Issue Analysis Training, Flyer

A stakeholder analysis is often used to determine which stakeholders are most important to include in a project (or in solving a certain problem) and to analyse how they want to be, could be, or should be included in the project. The analysis makes it possible for project leaders or managers to make an inventory of the interests of the stakeholders in the goals of the project. This will then help determine in which manner the interests and thus the stakeholders can influence the project. Thus the project leaders can develop strategies which take the wishes and demands on the involved parties into account and still lead to reaching the project's goals.

However, the stakeholder analysis is not only a planning instrument; it can also be applied for communication between the project and stakeholders. In the first place, the analysis is an examination of the project's social-economic context. It is also an examination of that context's dynamics which the project will face. The reason that we have included the term "issue" is because we want to focus on the fact that project leaders and participants should also spend time and effort in examining the underlying issues that can stimulate or block the project's progress.

This training is carried out as part of the NeWater Project which is in the 6th EU framework programme. Within the NeWater Project, the training falls under Work Block (WB) 4 which is focused on development of tools and guidance for practitioners based on new conceptual insights, experience collected in the basins and the needs from ongoing policy processes, in particular the European Water Framework Directive and the European Water Initiative.

Goal of Training

The first part of the training aims at introducing the NeWater project's definition of "Adaptive Water Management" to the participants. During the training the focus will mainly be on how stakeholder analyses can contribute to the development of support for changes in the water management process.

¹ please not that step 5 of the cycle is not mention in the table as no relation to this step was found at any of the *site*



A larger part of the training will focus on the *stakeholder issue* analyses and how these can contribute to gaining a better understanding of the interests and goals of the stakeholders. The goal of this part of the training is to help create insight and to become familiar with the manners in which the analyses can be used in order to determine which steps need to be taken towards adaptive water management.

Approach

Below is an example of what a training-day may look like. It is, of course, possible to make some changes to this programme, if so desired by the participants. For example, it could be possible that participants would like to spend more time on a certain subject mentioned below. This is why this document should be seen as a first version of the training-day.

Example programme:

9:30 Coffee/Tea, the workshop room is open

9:45

- Introduction trainer and training
- Participants are asked for their expectations and comments concerning the training

10:30

- Introduction to Adaptive Water Management concepts as defined by the NeWater project
- Explanation of differences and similarities between Adaptive and Integrated Water Resources Management
- Explanation of how Stakeholder-Issue Analyses fit within those concepts

11:15 Coffee/Tea break

11:30

- Exercise Adaptive and Integrated Water Management
- Questions and Discussion

12:15 Lunch

13:15

- Introduction stakeholder analysis
 - o What is it?
 - o Which steps does it consist of?
 - o Why is it of importance in the development of strategies?
- Exercise based on participants' experience(s) in carrying out stakeholder analyses

14:30 Coffee/ Tea break

14:45

- In depth examination of stakeholder analysis steps (interactive)



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- Exploration of existing tools/instrument which can be used during carrying out of steps, ie:
 - o Participatory approaches
 - o SWOTs
 - o Network-Influence mapping
 - o Role Play Games
 - Exercise

15:45 Coffee/ Tea break

16:00

- How to keep dynamics into account and to evaluate them
 - o For example: Outcome Mapping, Strategy Maps
- How to deal with the dynamics of the stakeholder context?

16:45 Concluding remarks, questions and evaluation

17:45 End

Participants

It is assumed that participants of the training:

- Have interest in carrying out stakeholder analyses
- Will interactively take part in the exercises
- Are involved in water resources management within a river basin

It is recommended that the participants take part through the entire day of the training. Because it is, at the moment, most likely that there will be one trainer (with support) we consider a minimum of 8 participants, with a maximum of 16. However, if there are more participants, we will look for more supporting trainers.