Valuing the Ocean: 2017-19

CALOUSTE GULBENKIAN FOUNDATION
UK BRANCH

Evaluation and Learning Report

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1. Executive Summary

The Valuing the Ocean programme

Valuing the Ocean is a programme that is working towards the conservation and sustainable management of the ocean for the wellbeing of people now and in the future. It was set up by the Calouste Gulbenkian Foundation (UK Branch) in 2013, with a focus on supporting collaboration across the marine conservation sector and communicating why the ocean matters. The programme will continue until 2024.

Over 100 organisations have been engaged with *Valuing the Ocean* through projects and activities in 2017-19. A significant part of this is through engagement undertaken by the Marine CoLABoration (CoLAB), a group of NGOs working together to build a more ocean friendly society.

Since 2015, 29 organisations have received funding through the strand, and *Valuing the Ocean* currently comprises 20 initiatives across four thematic areas. See section 3.1. for further detail.

This evaluation

Just Ideas was commissioned as the evaluation and learning partner to *Valuing the Ocean* between May 2018 and December 2019. This report brings evidence and insights from Just Ideas' work and reflects on the second phase of *Valuing the Ocean* and then looks ahead to the next phase.

Working with *Valuing the Ocean* partners at a learning workshop in 2018, we coproduced a set of **learning questions** that this report responds to:

1. How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?

2. How is *Valuing the Ocean* contributing to better communication of the value of the ocean?

3. Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?

4. Is increased collaboration and better communication leading to a healthier ocean?

What difference has *Valuing the Ocean* made?

Over the 2017 to 2019 phase, the *Valuing the Ocean* strand has consolidated the successful approaches, partnerships and initiatives that were explored in earlier work. Through its support of the Marine CoLAB it has continued to encourage experimentation, risk-taking and collaboration within and beyond the marine sector.

How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?

Overall, the strand has knitted together what we see as three key components of collaboration in support of the wider marine conservation sector. It has:

- Collaborated to establish shared priorities for funding in the sector.
- Developed a track record for interdisciplinary and collaborative approaches to tackling challenges for the sector.
- Influenced wider and related networks to increase their capacity and knowledge through working collaboratively or energised these networks through the involvement of *Valuing the Ocean* or CoLAB partners.

How is *Valuing the Ocean* contributing to better communication of the value of the ocean?

- Taking a values based approach to ocean conservation and management has amplified the power of *Valuing the Ocean* projects in engaging with individuals and communities but it remains difficult to find 'hard' evidence of the difference the approach makes. Maintaining a simple, relatable description of what a values based approach means is helpful to promoting the concept more widely.
    - The impact of research work around framing the ocean and how it is valued is in its early days – though capacity building work with partners is appreciated and a unique opportunity.
    - 'Meeting people where they are at' provides a powerful basis for connecting, communicating and acting on ocean health in local communities.

Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?

In this phase of work, *Valuing the Ocean* has stepped up its work on building the capacity of the marine sector to more effectively protect the ocean; and this is also a core component of the CoLAB's current strategy. The programme has deliberately introduced the idea of 'systems thinking' as a way to address the multi-faceted challenges of ocean protection.

There are early examples of the difference that this approach makes to the sector in terms of new approaches adopted by staff and organisations working with the strand (the emphasis on a values based approach, framing work in relation to the value of the ocean) as well as in practical new ways of working (adopting new approaches to meetings; participatory approaches etc.).

Is increased collaboration and better communication leading to a healthier ocean?

There are examples of evidence at different levels and expectations of wider influence and impact 'on the water' for the health of the ocean as the strand develops including:

- Contributing to Marine Conservation Zone designation
- Improving sustainability and infrastructure within local fishing industries
- Reducing single-use plastic bottle waste into the Thames estuary
- Increasing ocean friendly awareness and behaviour through engagement with schools and wider influence and contribution toward Sustainable Development Goal 14 through engagement with Defra and in future with UN Ocean.

2. Introduction

This report brings together evidence and insights from Just Ideas' work as evaluation and learning partner to *Valuing the Ocean*, a strand of work at the UK Branch of Calouste Gulbenkian Foundation. Our work carried out between May 2018 to December 2019 reflects on the second phase of *Valuing the Ocean* and then looks ahead to the next phase. This section describes the context in which *Valuing the Ocean* is working, the hypothesis of the strand, and Just Ideas' aims and approach as evaluation and learning partners.

2.1 The context for *Valuing the Ocean*

We are a watery planet. The ocean covers about seventy percent of the earth and supports life as we know it. It is the blue heart of our ecosystem. Half of the oxygen we breathe comes from the ocean. It plays a critical role in climate regulation, food provisioning and people's livelihoods. It also offers many other benefits which help make life worth living for us all, from the beauty of a seascape to the thrill of underwater creatures or surfing the waves.

Pressures on the ocean, including climate change, pollution, habitat destruction and over-fishing, are immense and growing. There has been a 50 percent decline in marine biodiversity over the past 40 years. The need to increase the effectiveness of conservation is urgent. The consequences of not doing so will impact on everyone, but soonest and hardest on those who have least.[1]

The contribution of the ocean to human welfare is too little accounted for in decision-making. People have limited understanding of the value of the ocean—why it matters for them that it is managed and protected in a sustainable way. Initial research published by CGF in 2013[2] suggested that underlying the threats facing the ocean was the need to improve the flow of information across siloes in the marine environment and make knowledge more accessible to all. As a result, *Valuing the Ocean* has focused support on improving collaboration and the ability to communicate the value of the ocean to influence long-term change.

Over the last three years there has been a significant increase in public awareness-raising of the importance of marine health and biodiversity, action on ocean plastics and the need for climate change action with programmes such as Blue Planet II and Seven Worlds One Planet airing, global climate protests and school strikes, and national media campaigns.

[1] Valuing the Ocean – summary (2019)
[2] 'A systems programme for leveraging change on marine issues' Birney, A. & Taplin, J. (2013)

2.2 *Valuing the Ocean* strand

Valuing the Ocean was set up by the UK Branch of Calouste Gulbenkian Foundation in 2013 with a focus on supporting collaboration across the marine conservation sector and communicating why the ocean matters. Since then, *Valuing the Ocean* has been *'working towards the conservation and sustainable management of the ocean for the wellbeing of people now and in the future'*[3].

The *Valuing the Ocean* hypothesis underpinning this aim is twofold. One, that people will act to protect what they value. Two, that to bring about significant change, we need an ecosystem of organisations with different skills and interests working together.

***Valuing the Ocean* has identified four principles which it believes will help lead to its overall goal of a healthy and sustainably managed ocean. They are:**

- Collaborating across boundaries.
- Communicating the value.
- Connecting with communities.
- Connecting beyond the UK.

In Part Three we describe *Valuing the Ocean* in more detail, including its partnerships and key features.

2.3 Evaluation and learning partner role

This report reflects on the second phase of part one of *Valuing the Ocean*: activities funded through the strand since the end of 2017. *Valuing the Ocean* has developed iteratively, and the evaluation design reflects that, notably a period of scoping, observation and immersion and an emphasis on collaboration and learning including the co-creation of evaluation and learning questions.

The purpose of the evaluation was to understand what has been achieved and what has been learned during this phase. In order to analyse this, we have been guided by four questions that were co-created and agreed by *Valuing the Ocean* partners at the strand Learning Day in November 2018. They are:

1. How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?
2. How is *Valuing the Ocean* contributing to better communication of the value of the ocean?
3. Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?
4. Is increased collaboration and better communication leading to a healthier ocean?

The work was carried out in the stages, described in **Figure 1** below.

[3] Valuing the Ocean - summary (2019)

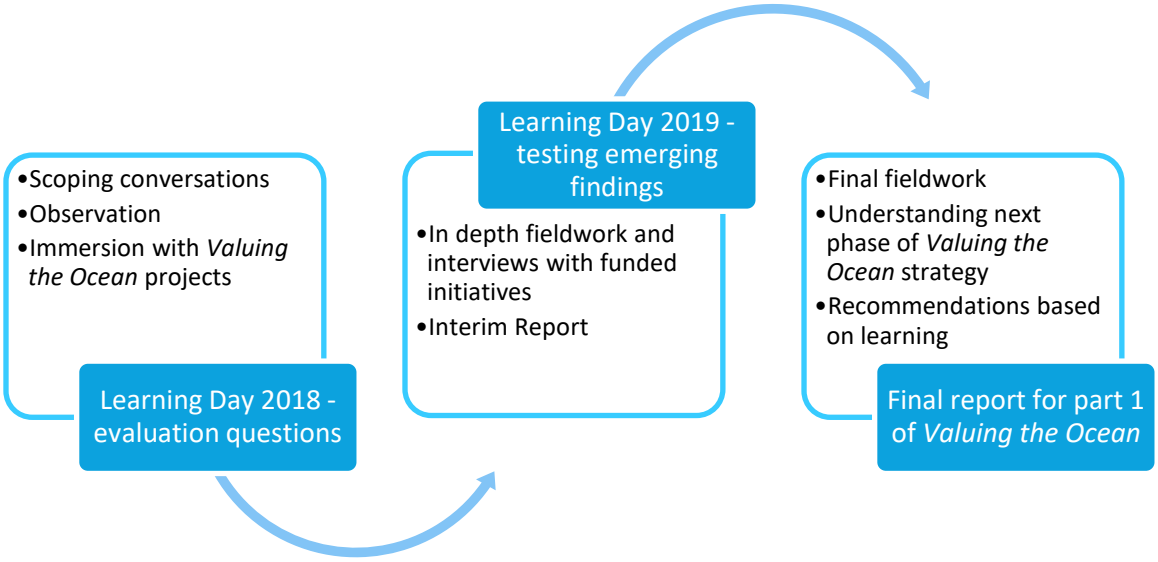


Figure 1: Evaluation and Learning Partner Process

Our approach has been to maintain a 'high level' or 'helicopter' view of *Valuing the Ocean* drawing on data collected by *Valuing the Ocean* partners, as well as our own, to give depth as well as breadth to our findings. The main methods we have used are:

- Scoping conversations with CGF Director, Trustee Lead for the UK Branch and Senior Programmes Manager; Marine CoLABoration* (CoLAB) members and Calouste Gulbenkian Foundation Portugal.
- Interviews including in-depth case study visits – 47 interviews.
- Observation and participation in meetings and events – Marine CoLAB (May, July and September 2018); Ocean-Climate-Biodiversity workshop (July 2019).
- Participation in a strategic planning review of the Agents of Change project (April 2019), as well as monthly catch up calls with the Agents of Change Co-ordinator.
- Facilitation to generate and gather learning with the CoLAB and at two facilitated Learning Days with *Valuing the Ocean* stakeholders (November 2018 and September 2019).
- Survey of CoLAB members (August -September 2019).
- Document review, including secondary analysis of project reporting.
- Insights from interviews with eight pioneer network members of the #OneLess project, undertaken by the #OneLess Project Evidence and Evaluation Officer.

Where we refer to 'participants', we mean anyone who has contributed directly to the evaluation and learning process whether through interview, survey response or as part of a workshop. Where we refer to 'projects' we mean any work funded through *Valuing the Ocean* which may be delivered by one organisation or as part of a collaboration or 'experiment'. 'Strand' refers to the overall programme of work of *Valuing the Ocean*. Outputs and outcomes of the projects are cited where relevant and contributing towards

the overall aim of *Valuing the Ocean*, but we note that there is significant further data being collected by funded projects and individual organisations, particularly where staff with responsibility for evaluation have been employed (e.g. #OneLess). We have tried to build on and draw out the themes from this data.

***The Marine CoLABoration** (hereon referred to as the CoLAB) is a flagship initiative for the strand and aims to create a more ocean friendly society through collaboration and a values based approach. It was established by the Foundation in 2015.

The CoLAB brings together participants from organisations with a breadth of skills, experience, networks and interest to reflect on current practice, identify gaps, test new ideas, learn from and share the results. Some participant organisations focus specifically on marine conservation, others contribute expertise in communications, law, economics and systemic change. CoLAB members can also connect across different levels, from the local to national and international policy, practice and campaigns.

3. *Valuing the Ocean* – range and scale

In the Introduction we summarised the context, aims, hypothesis and principles of the strand. Here, we summarise the scale and range of its activities and focus on some of the features that have contributed to its achievements.

3.1 Scale

- Over 100 organisations have been engaged with *Valuing the Ocean* through projects and activities. A significant part of this is through engagement undertaken by the Marine CoLAB.
- £3.2 million funding – 29 organisations funded since 2015.
- Marine CoLAB - 82 members on Slack platform for learning and interaction on experiments.
- *Valuing the Ocean* has evolved to work through a diverse range of 20 different initiatives [2017-19].

Table 1: Profile of Valuing the Ocean's thematic areas and initiatives at the end of 2019

➢ **Collaborating across Boundaries**	Marine CoLABoration
	#OneLess
	Ocean Conservation All Party Parliamentary Group
➢ **Communicating the Value**	FrameWorks Institute
	The Comms Lab
	Shifting the Narrative
	Ocean Literacy
	World Ocean Day for Schools
	Scottish Wildlife Trust
	Wildlife and Countryside Link
	Ocean Friendly Society Indicator
➢ **Connecting with Communities**	Community Voice Method
	Agents of Change
	Blue New Deal
	Plastic Free Parliament
➢ **Connecting beyond the UK**	Funding Fish
	Natural Capital Coalition
	Valuing the Ocean 2
	Ocean-Climate Nexus
	Internews Earth Journalism Network

4. Strand features

Participants identified a number of features related to the Foundation's support and funding of *Valuing the Ocean* that they felt had contributed to its achievements. These are organised under three headings: management and governance; partnerships; and funding approach.

Management and governance

Valuing the Ocean has benefited from the attention and interest of senior staff and trustees at the Foundation. Their commitment to the *Valuing the Ocean* aims and approach, and their understanding of, and patience with, the time it takes to make progress with these have been critical. Participants also appreciate the way that the Foundation has developed considerable expertise in the marine 'space' through its funding and also the research it has commissioned as part of *Valuing the Ocean*.

Partnerships

The Foundation, in particular the Programme Manager, has played the role of connector, convenor and facilitator, successfully brokering relationships between organisations and networks. These relationships included not only creating links between organisations and networks already actively working on marine conservation, but also connecting them to new funding and policy influencing opportunities. Participants praised the way the Foundation had kept the door open to new partners or interested parties wanting to engage with *Valuing the Ocean*, even if they were not being funded by them.

In addition to 'in person' opportunities for collaboration, the CoLAB Co-ordinator (a role funded by the strand) maintains an online collaboration platform, Slack. This platform has facilitated learning and the cross-pollination of ideas between projects and experiments as well as keeping all those involved in the CoLAB up to date with news and developments. Though there are differing levels of engagement, Slack is seen by participants as a useful resource, as well as being a mine of news, achievements, case studies and shared learning.

Funding approach

Participants acknowledged that the Foundation has been bold in supporting experimental, relational and collaborative approaches towards the aims of the strand. It has been prepared to take risks and learn from what works and where there are challenges. Not everything has succeeded but, in this phase, a huge amount has been achieved.

There is much to be communicated more widely about the innovative approach to funding that the Foundation has taken particularly around supporting collaboration, systemic approaches to complex problem solving and experimental approaches to project funding. We also heard that the Foundation can support projects and the CoLAB to 'connect beyond their boundaries', both in relation to the scale of work and potential for wider support or funding for successful initiatives.

5. What difference has *Valuing the Ocean* made?

In this part of the report we set out what the programme has achieved and what we have learned about how this has come about.

We have organised the findings under the four learning questions, co-created with programme partners, that have guided our work:

- How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?
- How is *Valuing the Ocean* contributing to better communication of the value of the ocean?
- Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?
- Is increased collaboration and better communication leading to a healthier ocean?

In our response to each learning question we include a summary of what has been achieved and what has been learned. We have included 'In Action' case studies to illustrate the outcomes so far of *Valuing the Ocean*'s funding and support to experiments originating from the CoLAB.

5.1 How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?

Key evidence and insights

Overall the strand has knitted together what we see as three key components of collaboration in support of the wider marine conservation sector. It has:

- Collaborated to establish shared priorities for funding in the sector.
- Developed a track record for interdisciplinary and collaborative approaches to tackling challenges for the sector.
- Influenced wider and related networks to increase their capacity and knowledge through working collaboratively or energised these networks through the involvement of *Valuing the Ocean* or CoLAB partners.

5.1.1 In action: #OneLess

We have included a case study of #OneLess within the 'strengthening collaboration' theme, however it integrates all other principles of the *Valuing the Ocean* and CoLAB approaches including ocean values based communication, and direct impact on ocean health downstream.

What is the #OneLess Campaign? Initiated as a CoLAB experiment in 2016, the #OneLess Campaign has been working to change the way Londoners drink water – from single-use plastic water bottles to refilling. It aims to tackle ocean plastic pollution at source by reducing, and ultimately eliminating, plastic water bottles from London and increasing access to water fountains. #OneLess is hosted by the Zoological Society of London, in partnership with Forum for the Future, the International Programme on the State of the Ocean, and the Thames Estuary Partnership.

How is it working? #OneLess describes its approach as 'taking a localised, systemic approach to reducing plastic pollution, starting in London' – changing behaviour by connecting how Londoners access drinking water to the value of the ocean.

The campaign is designed to be collaborative and inclusive; and, as such, involves a range of partners including local councils, museums, venues, shops, and cafés as well as the Mayor of London.

What has been achieved? The campaign achievements can be traced back to its collaborative approach, and its focus on appealing to people's values. #OneLess works with major London businesses, cultural attractions, events, places and policy makers to find and implement solutions to enable a refill culture.

- #OneLess engages with a group of 64 'pioneer' organisations including household name shops, universities and local authorities – demonstrating the power of its focused 'ask' of businesses (i.e. connecting sustainable drinking water provision in London with the health of the ocean – and reducing/ending single-use plastic bottles).
- In 2018, #OneLess teamed up with the Mayor of London to install an initial network of 28 fountains in key locations across the city, including the Natural History Museum, Carnaby and Liverpool Street Train Station. There is commitment to a further 100 fountains. The public can download a Refill App to locate their nearest refill point.

- To date, #OneLess fountains have dispensed 154,000 litres of water - the equivalent of 308,000 500ml single-use plastic water bottles. More than half of the fountain users surveyed said they use fewer plastic bottles thanks to the availability of more fountains, and 84 percent said that they avoid single-use plastic bottles to protect the ocean.

Addressing plastic use and tourism. In 2019, #OneLess launched a focused campaign aimed at getting tourists and other visitors to say "Hello London, Goodbye Ocean Plastic". Over 30 million tourists visit London each year, contributing to a peak in the number of bottles counted along the Thames in London over the summer months. #OneLess has joined forces with some of London's most popular attractions, landmarks and special events to showcase alternatives to bottled water – getting visitors to 'go #OneLess' and stop using single-use plastic bottles.

5.1.2 What has been achieved?

Valuing the Ocean has facilitated and fostered relationships between organisations and networks both through the role that the Foundation itself takes and through the funding and support it has provided to help develop the CoLAB. In summary:

- ***Valuing the Ocean* has brought together a varied group of partners many of whom were not previously working together** and in doing so has strengthened relationships, seeded new collaborations and resulted in multi-disciplinary working that benefits project outcomes. This is most apparent with members of the CoLAB.
- ***Valuing the Ocean* has created a space for people working in the marine sector to consolidate and develop their work through experiments** and then continue to create the space and offer encouragement to share what they learn, particularly through its annual learning days, CoLAB facilitated workshops and through additional focused meetings or discussion online.
- ***Valuing the Ocean* has enabled its partners to acquire new skills and knowledge in collaborative working, facilitation, systems change and values based communications**. This has inspired and enabled partners to take new ways of working back into their own organisations and networks:
  'I really see that this multi-disciplinary approach, involving new allies is key to the success of the work.'
  '[Valuing the Ocean has created] a broader tent and broken down silos.'
  (Project partners)
- ***Valuing the Ocean* has helped to draw further funding into the marine sector through building the name and legitimacy of the projects and experiments** associated with the programme, convening marine funders to explore how they could collaborate to enhance the impact of their work. In its second phase, the programme has become more widely recognised, leading to new research, funding opportunities and collaborations:
  'CGF funding has enabled us to do more. It has facilitated other funding – we wouldn't have been able to ensure capacity and maintain the expertise and the centre has been able to do

more as a result of it. We are talking about [and aiming for] long-term change so it's not easy to find that funding.' (Project partner)

Cross sector collaboration is central to *Valuing the Ocean* and CoLAB projects and has resulted in innovative approaches to raise levels of ocean literacy, build a greater shared vision around funding for the sector and increasingly in taking a strategic and influencing role. Specific examples of this are:

- **We Are Ocean** – We Are Ocean is an ocean literacy network involving organisations within and outside the CoLAB with a range of relevant expertise and specialism. Its primary focus has been in promoting and supporting World Ocean Day over the last two years with funding from *Valuing the Ocean*. It has reached out and engaged with schools and teachers through its website and online communication – over 2,000 schools have signed up to receive updates and newsletters. A workshop in Plymouth, November 2019 brought together 60 diverse stakeholders to consider how to accelerate progress towards universal ocean literacy.
- **Development of a multi-funder approach** - Calouste Gulbenkian Foundation (UK Branch) worked with Esmee Fairbairn Foundation and John Ellerman Foundation on a *'joint manifesto'* for funding of the marine conservation sector. This approach was summarised in *An Ocean of Value: Priorities and approaches for funding effective marine conservation in the UK*, 2018.
- **The CoLAB** has been a source of strength, creativity and reflective thought for the projects and experiments of the strand and has become increasingly strategic in its approach. It is valued by wider *Valuing the Ocean* partners for its expert feedback, facilitated space for reflection and discussion, and ability to strengthen connections with the research elements of the strand (e.g. the FrameWorks Institute research[4]). In this phase of the strand's work, the CoLAB has focused on seeking further funding (beyond CGF's support) and increasing the sustainability of the CoLAB to achieve its aims of shifting the narrative on marine conservation; incubating new work to address critical needs and gaps; and growing the capacity of other organisations to catalyse change.
- **The CoLAB's experimental and collaborative approach** has resulted in the #OneLess; Agents of Change; We Are Ocean; Ocean SoundWaves (promotion of the mental health benefits of connection with the ocean – focusing on mental health week); and more recently the Drop the 'S' ocean initiative – with these experiments and projects having varying levels of collaboration depending on the structure of the project.
- **Strategic role with government** - A recent example of the ability to convene and facilitate collaboration was the Defra Ocean-Climate-Biodiversity workshop (July 2019) with Defra and Foreign Office Engagement as well as academic; scientific and NGO participation. It is expected that this workshop will lead to further regular collaboration focusing on the opportunities created by international conferences

[4] 'Turning the Tide - Findings from Reframing Research on Ocean Health & Marine Conservation in the United Kingdom' Hendricks, R. & Volmert A. (2019)

over the next 18 months (UNFCC COP 25 & 26; High Seas Treaty negotiation 4; UN SDG 14 Ocean Conference; Our Ocean etc.). Partners involved in *Valuing the Ocean* are also bringing approaches from the strand to bear with Defra's Marine Pioneer network.

There is significant learning emerging from *Valuing the Ocean*'s support for collaboration in the marine sector, and between individuals within organisations, including **factors that facilitate collaboration**:

Personnel

Across the strand's aim of **strengthening collaboration** the role of the Marine CoLAB and CGF as 'connectors' of people, organisations, projects and programmes is central. Within CGF, this role lies with the Programme Manager. The CoLAB Co-ordinator is also based at CGF, although employed by Marine Conservation Society. The latter role has added considerable capacity to the CoLAB since phase 1 of the strand to progress work between meetings and capture the process learning of its collaborative and experimental way of working. We heard that the knowledge of the sector and capacity within CGF to draw in relevant partners have been vital to the way in which the strand has worked.

Looking out

In early conversations and interviews for the evaluation we picked up some views that the CoLAB was somewhat inward facing, perhaps overly focused on the mechanics of collaborating and reluctant or unable to draw in new members or interested parties. Towards the end of the phase, members of the CoLAB reflected that they had become more 'outward facing' towards the wider marine and environmental sector. Some of the reasons they gave were that: the CoLAB has become more strategic, *'building on the learning and experience of the last four year's work together'*; and that as a group they now have *'something to offer to other people'*.

Working with business

Several projects funded by *Valuing the Ocean* have successfully engaged with business and industry. In its next phase, some participants said, they would like to see the Foundation consider how it might build on this learning and experience at a whole programme level. Examples of achievements in this phase include:

- **64 'pioneer' organisations engaged with #OneLess** – see case study above. Interviewees highlighted the personal benefit of contact with business partners in this initiative and the potential to scale up the innovative responses, ideas and designs that they developed: *'I was quite blown away by the people we were speaking to [Lord's Cricket Ground; Greater London Authority]… I doubt you'd get that opportunity doing it on your own. [They] were inspirational – it lit a fire!'* (#OneLess Design Fellow). A challenge of this type of connection is then sustaining it beyond the period of the

project interaction, and to follow up on the design ideas and concepts coming out of the work.

- Natural Capital Coalition's work, supported by *Valuing the Ocean*, provided a further exploratory framework of relevance to businesses and how they consider the value of the marine environment. Although there are significant differences in philosophies, aims and approaches, both Natural Capital Coalition and NEF (Blue New Deal) recognise the value of economic as well as intrinsic: *'bringing economic arguments into businesses talking about sustainability adds weight – for instance "there's an operational risk to our value chain if this fishery collapses".'*
- Agents of Change and the NEF's Blue New Deal have both worked with local fishing industries in their 'place based' approaches to engaging communities in identifying their priorities and opportunities with their relationship to their local ocean. For NEF in Poole this involved promoting the value of sustainable inshore fishing in the local community by helping them get organised and by establishing their value in terms of sustainable livelihoods: *'This balance is rare with many interested organisations including NGOs being more "single issue" in their pre-occupations.'* (Local person and project partner)

5.2 How is *Valuing the Ocean* contributing to better communication of the value of the ocean?

Key evidence and insights

- Taking a values based approach to ocean conservation and management has amplified the power of *Valuing the Ocean* projects in engaging with individuals and communities but it remains difficult to find 'hard' evidence of the difference the approach makes. Maintaining a simple, relatable description of what a values based approach means, such as the CoLAB's adoption of starting with asking 'why the ocean matters', is helpful to promoting the concept more widely.
- The impact of research work around framing the ocean and how it is valued is in its early days – though capacity building work with partners is appreciated and a unique opportunity.
- 'Meeting people where they are at' provides a powerful basis for connecting, communicating and acting on ocean health in local communities.

5.2.1 In action: Agents of Change and the Community Voice Method

What is Agents of Change? Agents of Change is an initiative from the CoLAB to address the absence of public awareness about the existence of Marine Protected Areas (MPAs) in the UK or the benefits they bring as a tool to recover and safeguard the health of the ocean. The Foundation supported the Marine Conservation Society to employ an Agents of Change co-coordinator in south east England to pilot the project, working with a diverse range of groups such as fishermen; schools; coastal businesses and local communities at Beachy Head East, Cromer Shoal Beds and Kingmere, West Sussex. Collaborators on the project include the New Economics Foundation, Fauna & Flora International, Thames Estuary Partnership and Comms Inc.

How is it working? Agents of Change works with the spectrum of organisations, individuals and industry within coastal communities with the aim of empowering new voices for conservation.

It aims to strengthen and widen engagement in the process and discussions surrounding marine protection.

What has been achieved? Agents of Change has played a crucial role in raising awareness of the existence of Marine Protected Areas (or potential for an MCZ in the case of Beachy Head East). We heard that at initial workshops convened around the Cromer Shoal Chalk Beds MCZ area '90% of people did not know the MCZ was there' – this awareness-raising, as well as the broader prioritisation of activities in support of the MCZ, are integral to the Agents of Change approach: *'communication is important, verbally, and person to person'* particularly when engaging stakeholders such as local fisherman who are used to being 'spoken at' rather than 'listened to'.

At Cromer, education was identified as one of the top three priorities and the project has followed through with support to schools and teachers in raising awareness of the MCZ and ocean friendly activity. One example of this was a local fisherman going into school with his crab pot engaging children with the industry for the first time. In another example, taking ocean plastic as a theme for persuasive writing, one child's letter to her uncle as owner of the local fish and chip shop resulted in him moving from Styrofoam to cardboard containers! *'It's not just the Great Barrier Reef that is affected by pollution and climate change'* (Teacher)

Through its work engaging the local community (more than 1,000 people responded to Marine Conservation Zone consultation for Beachy Head East) Agents of Change was

mentioned within the UK Government decision to declare Beachy Head East a Marine Conservation Zone in 2019.

Agents of Change builds on the Marine Conservation Society's use of the **Community Voice Method** for the engagement of marine communities, supporting decision making in relation to the ocean and in particular management of Marine Conservation Zones. We heard that the Eastern IFCA (Inshore Fisheries and Conservation Authority) have taken on aspects of this approach having experienced the difference it made to the quality and results from their engagement with local community stakeholders moving from 'polarisation' in their meetings toward 'consensus building':

'It was an approach we hadn't tried before and it became clear that we had to get behind it and commit resources to it. Was it worth it? Yes it was! Lessons learned [during the participatory workshop approach] have been embedded. A lot of it we now take for granted.' (Eastern IFCA)

An example of the difference this makes was at a meeting in relation to the Wash & North Norfolk Coast European Marine Site – bringing together commercial fishers and conservationists – *'within half an hour they were engaged in conversation, that wouldn't have happened before, bringing together such different perspectives.'*

5.2.2 What has been achieved?

Valuing the Ocean has invested in research and expertise that has provided organisations in the marine sector with evidence and a narrative or 'framing' to help them communicate the value of the ocean. In summary:

- Research/reports commissioned as part of *Valuing the Ocean* have helped partner organisations in framing their work – exploring the power of story and metaphor in communicating the value of the ocean. We heard in some interviews of the power of connecting issues (such as single-use plastics) to the health of the ocean and its ecosystems – more evidence will build the case for the approach and is likely to emerge over the next phase of projects working.
- *Valuing the Ocean* has **built the capacity of partners to know how to use the framing** and a values based approach in their work and given them the confidence to know that you can be an individual championing for change in your own organisation. For example, a participant said they used the framing when preparing for an event with major donors, *'it made sure I stayed at an "emotional" level that was accessible, rather than diving into technicalities'*. The overall impact of this is to connect with people through metaphor and framing which articulates the value of the ocean such as: 'every second breath you take comes from the ocean'.
- Through this, *Valuing the Ocean* partners have seen a **change in sector awareness and approach to communication about the ocean**. Specifically, in team members and colleagues in the marine sector, coastal partnerships, marine recovery work, #Oneless network, and in international work.
- Over the course of this phase of *Valuing the Ocean* there has been a **change in public awareness and approach** to communication about the ocean. Ocean literacy has

extended beyond the sector, there has been widespread media coverage of ocean plastics, and more specifically #OneLess has communicated the plastic drinking bottle problem in London as an ocean issue and has been part of a wider growing realisation that citizen movements can drive change.

- **At EU level** IEEP (Institute for European Environmental Policy) contributed a paper on ocean value to the Think 2030 conference in Autumn 2018, which brought together MEPs, the European Commission, member states and NGOs. While it is too early to see change (particularly legal/legislative change) the paper stimulated valuable discussion. There is a further aim to work with DG Mare on increasing understanding of how a holistic values based approach to ocean management can widen thinking beyond the purely economic and environmental considerations which have dominated discourse in this area.

Valuing the Ocean has achieved this through innovative experiments and projects aimed at **creating wider awareness, understanding, connection and amplification of the call to act with many of these initiatives being influenced by the work of the CoLAB:**

- **Ocean SoundWaves** - Mental Health Awareness Week, an audio clip of ocean sounds was created and shared to remind people of the mental health benefits of the ocean.
- **High Seas Conference** - distributing knitted toys ahead of negotiations to hope to create a different conversation.
- **The 'Our Blue Heart' film** - brings to life what the sea means to people in the UK through a diverse set of interviews.
- **Blue Heart YouGov survey** – the results from this national survey to 5,000 people could provide a baseline for assessment of attitudinal and behavioural change towards the ocean in the UK, though it will remain difficult to isolate the different that *Valuing the Ocean* makes. The Marine Conservation Society (MCS) devised and led the project which also sees the benefit of the survey as an ongoing engagement tool – with potential use on their website. It includes ocean friendliness indicator questions developed by NEF in a further pilot *Valuing the Ocean* project.
- **We Are Ocean** – reaching out with a creative, online offer to schools promoting ocean literacy in the UK. This is described in greater detail below.
- **NEF Blue New Deal** – We heard that NEF's work in Poole benefitted from the publication of its '*A Tale of 3 Fisheries*' report, which communicated the value of the aquaculture industry. Three participants interviewed indicated that local fisher people felt valued through this process and it increased their ability to apply for further grants and develop their infrastructure.

Learning from the experience of communicating using a values based approach has been captured by the CoLAB in a recent article for Frontiers in Marine Science[5], which highlights the need to build and promote an understanding of the full value of the value of the ocean to catalyse engagement with marine conservation issues. Experience from

[5] The Marine CoLAB: Taking a CoLABorative, Values Based Approach to Connect People to the Ocean, Chambers et al. (2019)

other initiatives such as Agents of Change also reveals the importance of listening to people and connecting with where they are and how they feel about ocean. *Valuing the Ocean*'s investment in framing research is beginning to influence how partner organisations communicate about the ocean but further support and follow up of this work is needed in part 2 of the strand.

Interview feedback also raised the issue of the potential for tension between the values that animate staff in the marine sector and those values that 'work' with the public – for example the recent focus on ocean plastic has been enormously powerful for raising public awareness but the sector is keen for people to think more widely about how this connects with climate change, ocean health, and sustainable development.

5.3 Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?

Key evidence and insights

- In this phase of work, *Valuing the Ocean* has stepped up its work on building the capacity of the marine sector to more effectively protect the ocean; and this is also a core component of the CoLAB's current strategy. The programme has deliberately introduced the idea of 'systems thinking' as a way to address the multi-faceted challenges of ocean protection.
- There are early examples of the difference that this approach makes to the sector in terms of new approaches adopted by staff and organisations working with the strand (the emphasis on a values based approach, framing work in relation to the value of the ocean) as well as in practical new ways of working (adopting new approaches to meetings; participatory approaches etc.).

5.3.1 What has been achieved?

A focus on building capacity has resulted in cross-sectoral working and joint funding approaches, as well as organisations being able to build on funding from CGF to increase the impact of their work. We heard that '*communicating collaboratively about the ocean is gaining momentum'* and this is manifested in initiatives taken by the CoLAB such as a joint response to the IPCC Special Report on the Ocean and Cryosphere in a Changing Climate.

We heard that there is increasing confidence in the approaches that *Valuing the Ocean* and the CoLAB are using (values based approach; collaborative multi-sector working; and participatory approaches such as the Community Voice Method): *'We are seeing things in the outside world that echo in our wider work.'* Systemic approaches have been taken to the challenges faced by projects and experiments, identifying the pathways of

change (processes; programmes or approaches that will result in positive change) alongside institutional structures as points of leverage (key organisations, individuals, policies/laws, culture, norms etc.).

Examples of work supported by *Valuing the Ocean* that have resulted in strengthened networks and the potential to influence policy at a national level (in the UK):

- The FrameWorks Institute *'Getting Below the Surface: Mapping the Gaps Between Expert and the Public's Understanding of Marine Conservation in the UK'* and 2019 report *'Turning the Tide: Findings from Reframing Research on Ocean Health & Marine Conservation in the United Kingdom'* were cited in evaluation interviews as being **highly useful in moving on thinking about how to communicate the value of the ocean**, and as a means of engaging organisations with a marine science grounding in thinking about the power of language and metaphor in how they communicate their outcomes. We understand that the next phase of this work will be to develop a 'playbook' and toolkit to enable further uptake in the marine sector and more widely.
- NEF's work with coastal communities including with Big Local areas (disadvantaged areas that have historically missed out on national funding by the National Lottery Community Fund) and the Coastal Communities Alliance talking about and engaging with marine environment issues.
- NEF engagement with MPs across parties, with the principles of the Blue New Deal reflected in the Labour party's Coastal Policy.
- The role of the CoLAB being the 'face of the theory': *'we are putting into action the research and theory'* (CoLAB member).
- *Valuing the Ocean* enables **community specific messaging** – more nuanced work that feels relevant to local people, but that follows a national framework. This is supported through the inclusion of wellbeing and community groups in valuing and engaging with wider marine conservation.
- It provides **encouragement, inspiration and peer learning** to continue working towards the greater goal of marine education and conservation.
- *Valuing the Ocean* focuses on '**shifting the mindset**' about how we talk about and act towards the ocean. This has been used at a range of different levels including High Seas Treaty negotiations. There is increased momentum and awareness for change.
- At an individual and organisational level it has resulted in **sharing new facilitation and meeting management techniques** – which have been implemented within organisations.
- Building capacity and the case for change within organisations: for example NEF's work enabled development of expert knowledge about the socio-economic conditions for coastal communities. This in turn has deepened its understanding of the type of social and economic disadvantage in communities in the UK which have led to populist responses such as the vote for Brexit, and supported its wider work on social justice.

- Projects and experiments within the strand **take a systems approach** to varying degrees. It is central to the work of #OneLess and has influence widely across other projects such as Agents of Change and the Blue New Deal work of NEF.

5.4 Is increased collaboration and better communication leading to a healthier ocean?

The sections above describe significant positive change resulting from *Valuing the Ocean*'s engagement with the marine sector to improve collaboration and communication. Ultimately, the success of these components is designed to impact on the health of the ocean, and this section analyses evidence so far of the difference that the strand has made while identifying what future potential there may be.

Key evidence and insights

- There are examples of evidence at different levels and expectations of wider influence and impact 'on the water' for the health of the ocean as the strand develops including:
- contributing to Marine Conservation Zone (MCZ) designation
- improving sustainability and infrastructure within local fishing industries
- reducing single-use plastic bottle waste into the Thames estuary
- increasing ocean friendly awareness and behaviour through engagement with schools
- and wider influence and contribution toward Sustainable Development Goal 14 through engagement with Defra and in future with UN Ocean conferences.

5.4.1 What has been achieved?

This is the most difficult learning question to assess progress on, given the number of influences, the challenge of establishing attribution and the sheer scale of the ultimate aim. There are however clear examples of evidence at different levels: from personal to organisational; and from local up to international level. There are also expectations of wider influence and impact as the strand develops and the initiatives supported through the strand engage with key strategic, international conferences with an ocean focus in 2020.

Key achievements are summarised below:

- **Communicating community values** to decision-makers regarding marine protected area management, regulation, research, enforcement and engagement, and watching them change their practice:
  - Following a significant local petition response, Agents of Change was mentioned within the UK Government decision to declare Beachy Head East an MCZ in 2019.

- It has also succeeded in reducing the fishing vs. conservation conflict in local communities (such as Cromer, Norfolk) through running facilitated community workshops. This engagement is likely to lead to new more sustainable approaches to their traditional way of fishing – i.e. banning trawling, which IFCA will lead on.

- **Experiments resulting in behaviour change**: #OneLess has been designed to bring policy and behaviour change together resulting in fewer plastic bottles in ocean, thereby connecting Londoners to the Ocean. Individual pioneer organisations have either stopped selling or using plastic bottles – and framed this change using ocean frames; organisations in London are reducing the number of plastic bottles they use and refilling instead; the Mayor of London committed to installing drinking fountains in London (with £2.5 million of funding).
- A monthly infographic (see appendix 5.1) has been used by #OneLess to dynamically communicate ongoing changes in the project and resulting from the project including monitoring of plastic bottle litter; stakeholder engagement; number of water fountains and monitoring of communication channels.
- We heard that *Valuing the Ocean* initiatives help organisations '**start the conversation**': e.g. in schools (about our relationship with/protection of the ocean) through World Ocean Day; and in becoming a champion on #OneLess plastic reduction using your individual voice alongside personal and collective action.
- *Valuing the Ocean* has potential to **impact public and political understanding** corresponding with increasing political pressure/individual behaviour change and legal change with the following examples being cited:
  - Sustainability objectives and principles on the face of the UK Fisheries Bill proposal.
  - Rejection of amendment to postpone Common Fisheries Policy 'Maximum Sustainable Yield by 2020' deadline by European Parliamentary plenary in recent vote.
  - Presenting a clearer narrative to decision-makers.
- Through engaging with the local IFCA and fishermen's association in Poole, **NEF's Blue New Deal in Poole** has achieved *'valuable outcomes ranging from improved infrastructure facilities for the inshore under-10m fleets to applied research findings which have provided a much better basis for policy decisions that would otherwise have been the case.'* (Local partner)
- **Volunteers and individuals involved in the strand** (without prior experience of the marine sector or issues around protecting the ocean) have been influenced directly by *Valuing the Ocean*/CoLAB projects: *'It pushed me to make changes in my own behaviour – I now make much more effort not to use plastic and to encourage other people. It's got me over the fear of being preachy!'* (#OneLess Design Fellow)

The next year of work in initiatives supported by the strand will require focus and energy to maximise the potential for partners to influence and make change that will lead to a healthier ocean. It will be essential to identify what these priorities are and build on the progress and relationships that the strand has developed so far. The final section of this report identifies proposed recommendations to develop the strand with this in mind.

6. What next for *Valuing the Ocean*?

This section identifies potential areas for further development and recommendations as the strand moves into a new phase from January 2020.

6.1 Increasing the impact of collaboration

6.1.1 **Explore the potential to go deeper in the organisations funded through the strand**, for instance building on the previous I to I initiative (with members of the CoLAB taking responsibility for sharing Valuing the Ocean/CoLAB approaches within their organisations). In relation to future evaluation, this could be through internal surveying of organisations to assess awareness of the principles and approaches of Valuing the Ocean.

6.1.2 The CoLAB has gathered learning from the process of working collaboratively so far and **it will continue to be essential to take time from the outset of new collaborative experiments to establish a shared understanding of what is expected when collaborating**; being clear about expectations; and understanding that different organisations/sizes of organisations work at different speeds.

6.1.3 **Continue to develop the notion within *Valuing the Ocean* and the CoLAB that collaboration needs to look out as well as look in**. This is already happening with the approach that the CoLAB has taken over the last year. We heard that further progress could be made if CoLAB members share responsibility for drawing in new members or widening the network/awareness of the CoLAB and *Valuing the Ocean*.

6.1.4 **Articulate the process learning from collaborative working** including further articulation of the expertise, skills and approaches that each size and type of organisation brings.

6.1.5 **Continue to build learning about effective collaboration, drawing on examples, case studies and approaches from outside the marine sector**. There is significant crossover with, for example, collaboration around health and community development initiatives. Projects of *Valuing the Ocean* have already engaged with locality-based community development approaches e.g. NEF's Coastal Communities Centre with coastal Big Local areas.

6.1.6 **Explore approaches and/or share learning with networks outside the marine sector in funding collaboration and commissioning social change work in a complex setting**[6].

[6] https://collaboratecic.com/exploring-the-new-world-practical-insights-for-funding-commissioning-and-managing-in-complexity-20a0c53b89aa

6.1.7 **Continue to support learning, crossover of approaches and collaboration between projects** through the learning day approach, and facilitation by the CoLAB, to amplify what can achieved by sharing approaches, learning and resources. Commit partners to sharing via Slack.

6.1.8 **Collaborate more with existing environment networks and other relevant initiatives**, particularly those connected to target audiences for projects of the strand, for example We Are Ocean and the Forest Schools network; or wider outreach to organisations that could work with the research and approaches of *Valuing the Ocean* to reach ethnically diverse communities in the UK. Explore the potential synergy of campaigns with similar aims, for example #OneLess and Refill.

6.2 Increasing the impact of the values based approach

6.2.1 Build on clarity of communicating the values based approach to ensure that it is shared as widely as possible, avoiding jargon or language that overcomplicates its use by a non-specialist audience. From within the CoLAB there is a changing perspective on how a values based approach is articulated: 'we no longer talk about a values based approach, we talk about why the ocean matters.' This appears to be a leap forward in how to communicate the approach and concept and was further elaborated by other interviewees as: 'what connects people to the ocean; what do people see as their priorities in relation to the ocean?'

6.2.2 Articulate evidence from other contexts about the relationship between human values and behaviour change. For example, exploration of leadership and organisational change based on understanding of neuroscience which posits that humans respond best when messages communicate with those parts of their brain that control emotions, behaviour and decision-making[7].

6.2.3 Hold on to what has been achieved. Build the evidence base of the values based approach, keep the 'personal' connection between people and our impact on the ocean. Keep the connection with local experience on the ground.

6.3 Scaling and replicating *Valuing the Ocean* initiatives

The Foundation sees the next phase of *Valuing the Ocean* carrying forward and scaling up some of the projects already underway in the strand, with a continuing focus on communication and collaboration. The following recommendations draw on the outcomes of the Learning Day in 2019 to assist in further thinking and planning:

6.3.1 **Clarify the rationale for scaling up and 'what' and 'where' approaches from the strand will be replicated**. There is also a need to consider where and when it will be advantageous to do more vs. supporting fewer initiatives better or to completion.

[7] 'Start With Why: How Great Leaders Inspire Everyone To Take Action' Sinek, S. (2011)

6.3.2 **Learn from the successes of the strand**: *Valuing the Ocean* funding has supported experiments and projects that have potential for replication nationally and globally. #OneLess is already reaching out beyond its primary geographic focus of London and demonstrates an approach that could replicated in other cities or regions. NEF's Centre for Coastal Communities sees the potential for a Blue New Deal approach in coastal communities globally.

6.3.3 **Connect into the networks that partners are part of and build the capacity of others to replicate and support**. The role of the CoLAB will be crucial to this.

6.3.4 **Scaling up or replicating the approaches of *Valuing the Ocean* is dependent on the capacity of the NGOs and other organisations involved** considering issues such as size, funding, sustainability, time of staff, skills and knowledge and the availability of senior staff to work in this way.

6.3.5 **Pull out the transferable lessons and where possible package them up into products**. Increase ambition where successful approaches have been developed – looking to scale up projects to multiple sites through identification of relevant national (Government and grant) funding.

6.4 International pivot and influencing policy

6.4.1 **2020 presents opportunities as an 'ocean super year'** with the UN Ocean conference in Lisbon (June) and COP26 in Glasgow (December). *Valuing the Ocean* partners are already engaged with these international fora but a strategic approach with defined aims and desired outcomes for engagement at these events will assist in evaluating success. In the words of an interviewee: '*getting the value of the ocean into [international] decision-making*'. This will also strengthen the connection between *Valuing the Ocean* contributing towards Sustainable Development Goal 14 'Life Below Water'.

6.4.2 **Explore the reach and networks of partners working on *Valuing the Ocean*** for instance the FrameWorks Institute's connection with the US based NNOCCI programme – a collaborative effort led by the New England Aquarium with the Association of Zoos and Aquariums, the FrameWorks Institute, the Woods Hole Oceanographic Institution, the National Aquarium, Monterey Bay Aquarium, the New Knowledge Organization in partnership with Penn State University and the Ohio's Center for Science and Industry.

6.4.3 **Work with the CGF office in Portugal** in looking ahead at opportunities to join up and scale up with the Oceano Azul Foundation in Portugal, specifically in relation to the UN Ocean Conference 2020 which will be held in Lisbon.

6.4.4 **Continue to develop a strategic role with government** – the CoLAB is already building on initial facilitation of Defra Ocean-Climate-Biodiversity nexus workshop. It is expected that this workshop will lead to further regular collaboration focusing on the opportunities created by international conferences over the next year.

6.5 Influencing funding

6.5.1 **Explore alternative ways to secure large-scale funding beyond traditional grants programmes**, including ways to leverage private sector investment.

6.5.2 **Continue to raise awareness among UK charitable funders about what needs funding** e.g. collaboration and ways to provide such funding i.e. core rather than project funding or by inviting them to get involved with funding a specific initiative.

6.5.3 **Continue to work on the evidence** (e.g. evidence of success) and language to make the case for funding collaboration.

7. What next for evaluation and learning?

This evaluation and the previous evaluation in 2017 suggest that outcomes and changes brought about by *Valuing the Ocean* are likely to take place over at least a five-year time frame. We heard from interviewees connected to the communications components of the strand that changes in perception, resulting in behaviour or attitudinal change, may take *'years not months.'*

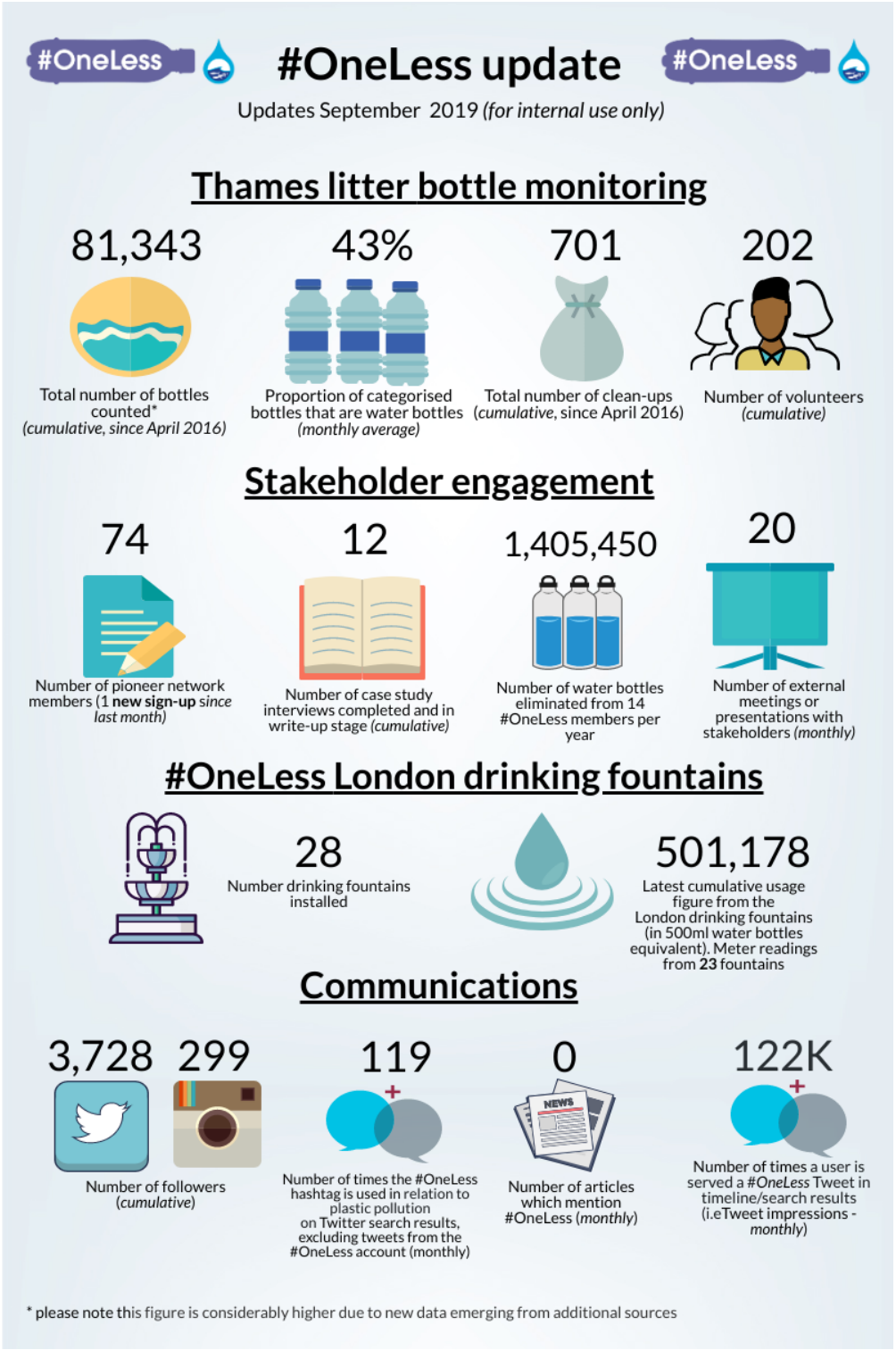
We see the following priorities for the next phase of evaluation and learning work:

- **Identify baseline data** for future comparative analysis, approaches to evaluation and lines of inquiry. The YouGov Blue Heart survey appears central to this.
- **Work with partners to identify approaches to assess the effectiveness of framing work** towards public awareness-raising and behaviour change in relation to a healthier ocean.
- **Network analysis** (network science) may provide a useful insight into the wider 'reach' of collaboration – for instance, assessing the CoLAB's intent to become a 'network of networks'. This would involve mapping the individuals and organisations involved, assessing where there are strong and weaker linkages, and understanding how ideas and innovation spread.
- **Build on the evaluation capacity within projects and experiments**. Some have developed targeted means of tracking coverage (particularly online and via social media) as well as the 'hard outputs' of their work (#OneLess has knowledge of the number of single-use bottles the improved drinking water infrastructure and awareness that it creates).
- **Facilitate sharing of the wealth of evaluation experience within existing projects**: Theory of Change; systems change and identification of leverage points within these systems; identifying significant change and case study examples.
- **Recognise that *Valuing the Ocean* aims to achieve social as well as environmental change**, build on existing research, let people use their own terms.

The space in which *Valuing the Ocean* is operating – changing attitudes and behaviour towards improved management and protection of the ocean – is subject to many influences, particularly over the last three years with significant, national media coverage of the ocean plastics issue, as well as mushrooming climate action campaigns such as Extinction Rebellion. For this reason, the issue of attribution of positive change directly from the strand remains challenging. We see *Valuing the Ocean* as part of this wider movement – a distinctive contribution working towards attitudes and action that will result in a healthier ocean as a result of the analysis and definition of the aims of the strand from its early development. There are great opportunities to increase the impact of its work in the year ahead and the strand is well placed to maximise these through partners working on initiatives and projects with exciting further potential.

8. Appendices

8.1 Infographic from #OneLess



8.2 Interviewees and stakeholders consulted

This list reflects the staff that we engaged with over the course of the evaluation and learning project. Some staff have moved on from their roles or may no longer be actively involved in work with *Valuing the Ocean*.

Calouste Gulbenkian Foundation Staff (UK Branch – except where specified) and Trustees	
Andrew Barnett	Director
Martin Essayan	Trustee
Louisa Hooper	Senior Programme Manager
Catarina Grilo	Sustainability Programme (Calouste Gulbenkian Foundation - Portugal)
Thank you to input and support form Anna Miller, Research and Learning Manager and Jessica Loring, Policy, Research and Programmes Officer.	
Marine CoLAB and wider Valuing the Ocean stakeholders	
Rosie Chambers	CoLAB Co-ordinator, Marine Conservation Society
Catherine Weller	Former Senior Lawyer, Head of Biodiversity Programme, Client Earth
David Powell	Former Head of Environment & Green Transition, New Economics Foundation (NEF)
Fernanda Balata	Senior Programme Manager, Coastal Economies, NEF
Mirella Von Lindenfels	Director & Founder, Communications INC
Anna Birney	Director of Learning and Community, Forum for the Future
Amy Pryor	Programme Manager, Thames Estuary Partnership/University College London
Andrew Farmer	Director of Research and Head of Industry, Waste and Water Programme, Institute for European Environmental Policy
Sue Ranger	Engagement and Education Manager, Marine Conservation Society
Nicola Frost	Former Head of Marine, Fauna & Flora International
Daniel Steadman	Fisheries & Biodiversity Technical Specialist, Fauna & Flora International

Fiona Llewellyn	Senior Marine Project Manager, ZSL London Zoo
Hugo Tagholm	CEO, Surfers Against Sewage
Elaine King	Former Director, Wildlife and Countryside Link
Emma Adler	Head of Communications, Wildlife and Countryside Link
Cecily Spelling	Marine Policy and Campaigns Manager, Link
Steve King	Co-pilot, Wild Labs
Isabel Cotton	Evidence and Evaluation Officer, #OneLess
Corina Angheloiu	Senior Design Strategist, Forum for the Future
Libby Landenberg	#OneLess Design Fellowship participant
Will Fazackerly	#OneLess Design Fellowship participant
Andrew Volmert	Vice President of Research, FrameWorks Institute
Nicola Pollock	Former Director, John Ellerman Foundation
Jenny Dadd	Grants Manager (Environment Lead), Esmée Fairbairn Foundation
Ella Saltmarshe	Director and Founder, The Comms Lab
Tristram Lewis	Director, Funding FISH
Alice Tebb	Project Co-ordinator, Agents of Change, Marine Conservation Society
Hilary Cox	North Norfolk District Councillor and Assistant Project Manager, Agents of Change – Cromer
Jenny Lumb	Teacher, Mundesley Junior School
Sandra Cowper	Marine Environment Officer, Eastern Inshore Fisheries and Conservation Authority (IFCA)
Julian Gregory	CEO, Eastern IFCA
Stephen Thompson	Research Officer, Eastern IFCA
Peter Richardson	Head of Ocean Recovery, Marine Conservation Society
Hannah Pitts	Relationships Director, Natural Capital Coalition
Gary Wordsworth	Founder, Othniel Oysters
John Humphreys	Chairman, Southern Inshore Fisheries & Conservation Authority

Sue Morris	Big Local Devonshire West, Coastal Communities Cluster
Janette Calverly	Big Local Devonshire West, Coastal Communities Cluster
Jen Morgan	Facilitator and Strategist working across a range of *Valuing the Ocean* initiatives
Florence Miller	Director, Environmental Funders Network

8.2 References

Programme and Internal Documents		
Over the course of the project, the evaluation and learning team reviewed strategic, funding and meeting documentation relating to the development of the strand. These are not listed exhaustively here but fed into our reflections on the direction of the programme in the main report. Below we have listed key documents that were reviewed as part of the evaluation and learning process or are referred to in the final report:		
Birney, A. & Taplin, J	2013	A Systems Programme for Leveraging Change on Marine Issues
Calouste Gulbenkian Foundation (UK Branch)	2019	Valuing the Ocean – summary leaflet
Calouste Gulbenkian Foundation (UK Branch)	2019	Become a Blue Planet Champion https://gulbenkian.pt/uk-branch/become-a-blueplanetchampion/
Chambers, R	2018	Marine CoLAB Learning Report 2018
Chambers et al.	2019	The Marine CoLAB: Taking a CoLABorative, Values Based Approach to Connect People to the Ocean https://www.frontiersin.org/articles/10.3389/fmars.2019.00619/full
Christie et al.	2017	Why people matter in ocean governance: incorporating human dimensions into large-scale marine protected areas https://www.sciencedirect.com/science/article/pii/S0308597X17300532
D P Evaluation	2017	Valuing the Ocean – Evaluation Report
Esmée Fairbairn Foundation, John Ellermann Foundation & CGF (UK Branch)	2018	An Ocean Of Value: Priorities and Approaches for Funding Effective Marine Conservation in the UK https://ellerman.org.uk/uploads/An-Ocean-of-Value.pdf
Farmer, A.	2018	Ocean protection: why citizens' values matter (Institute for European Environmental Policy https://ieep.eu/)
Hendricks, R. & Volmert, A.	2019	Turning the Tide: Findings from Reframing Research on Ocean Health & Marine Conservation in the United Kingdom https://frameworksinstitute.org/valuing-the-ocean.html
Lindland, E. & Volmert A.	2017	Getting Below the Surface: Mapping the Gaps between Expert and Public Understandings of the Ocean and Marine Conservation in the United Kingdom. https://frameworksinstitute.org/valuing-the-ocean.html
New Economics Foundation	2018	The Centre for Coastal Economies: Interim Report, November 2018
New Economics Foundation	2018	Turning Back to the Sea: A Blue New Deal to Revitalise

		Coastal Communities https://neweconomics.org/uploads/files/NEF-Blue-New-Deal-AP-HighRes.pdf
Natural Capital Coalition	2019	A Natural Capital Protocol for the Ocean: Final Report to the Calouste Gulbenkian Foundation
Saltmarshe, E	2018	Harnessing the Power of Narrative – Summary Powerpoint, The Comms Lab
Sinek, S.	2011	Start With Why: How Great Leaders Inspire Everyone To Take Action
Tebb, A.	2019	Agents of Change Project Report
Wild Labs	2018	A Celebration of Our Connection to the Ocean https://worldoceanday.school/
Wild Labs	2018	We Are Ocean: Accelerating Ocean Literacy in UK Culture https://weareocean.blue/report/

8.3 *Valuing the Ocean* learning ex/change day - 16 November 2018

Notes from Sharing Outcomes, Measuring Change session facilitated by Just Ideas Richard Usher/Leila Baker

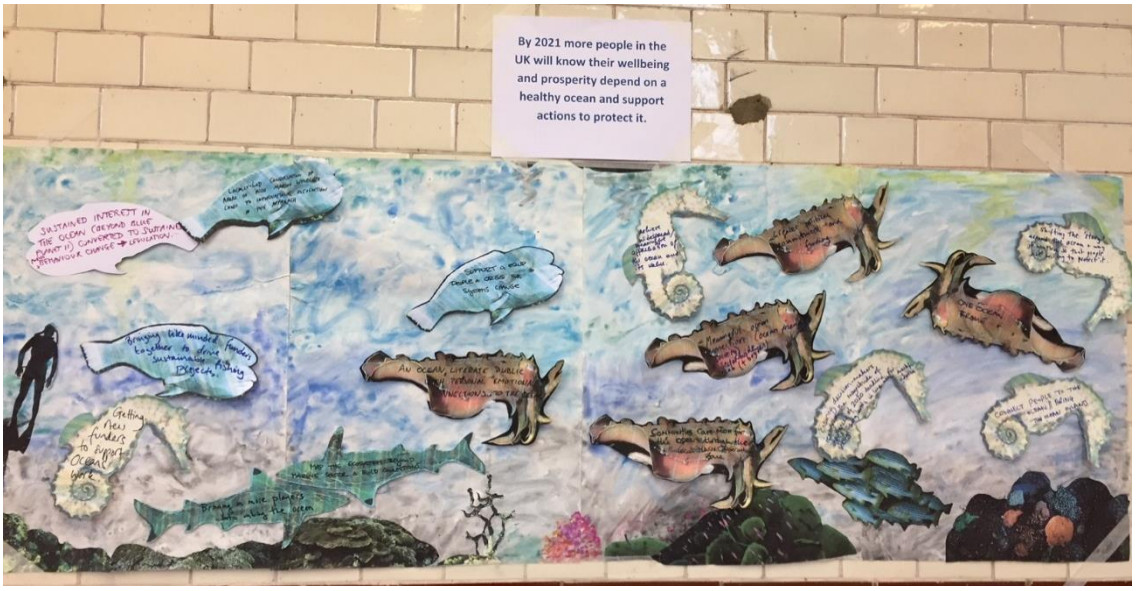
These notes harvest the learning and discussion from the morning session of the *Valuing the Ocean* learning day at Walthamstow Wetlands, on 16 November 2018. It focused on a framing question:

'How is the work supported through CGF's *Valuing the Ocean* programme contributing to better collaboration and communication of the value of the ocean, and more effective ocean protection?'

Richard Usher (RU) introduced the evaluation and learning partner role focusing on the wider movement of *Valuing the Ocean* and the importance of balancing the big picture (the big ambition for the ocean) and small picture (the specific aims of the work actually being funded and evaluated within the programme).

a. Walk and Talk: The most important change you are trying to bring about

As an opening activity, participants were invited to explore the Walthamstow Wetlands venue in pairs or threes for 15 minutes and discuss: connection with the *Valuing the Ocean* strand and the most important change participants were trying to bring about through their work.



Feedback was taken on the ocean-scape above under the overarching goal for *Valuing the Ocean* – 'By 2021 more people in the UK will know their wellbeing and prosperity depend on a health ocean and support actions to protect it.'

Participant feedback has been grouped thematically below:

Participants identified the importance of framing, 'shifting the story' and communications.

- Shifting the story around the ocean and why it matters, so people are willing to protect it.
- Consistent messaging grounded in best practice; communications work based on research of what is likely to work.
- 'One ocean' frame.

A further thematic area was increasing/accessing funding for marine protection.

- Greater political commitment and funding.
- Bringing like-minded funders together to drive sustainable fishing projects.
- Getting new funders to support ocean work.

Connecting with people/values based approach was identified as a priority area.

- Connecting people to the ocean/bring the ocean inland.
- Achieving widespread/meaningful appreciation of the ocean and its value.
- Meaningful ocean connection (ocean friendly society) and sector wide collaboration (and beyond).
- An ocean literate public with personal, emotional connections to the ocean.
- Sustained interest in the ocean (beyond Blue Planet 2) converted into sustained public behaviour change – legislation.

Influence/advocacy – at local/national/international levels.

- Ensuring decision-makers recognise the magnitude of importance of the 2020 deadline for setting fishing levels in line with scientific advice.
- Communities care more for their ocean through their local Marine Conservation Zone.
- Locally-led conservation of areas of rich marine wildlife leads to international recognition of this approach.

Supporting systems change.

- Supporting and equipping people and organisations for systems change.
- Building infrastructure for systems change – making the link between 'inner' and 'outer' change.

Mapping and growing the network.

- Mapping the ecosystem beyond the marine sector and build connections.
- Bringing more players in to valuing the ocean.

b. What are your key achievements or outcomes over the last 1-2 years in relation to Valuing the Ocean?

In table groups, participants discussed and fed back on the question above with a focus on:

- Organisational or individual level
- The wider marine conservation sector
- Ocean protection

These achievements and outcomes were then mapped to the learning questions already developed as part of *Valuing the Ocean*'s learning framework:

1. How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?
2. How is *Valuing the Ocean* contributing to better communication of the value of the ocean?
3. Is increased collaboration and better communication lead to better management and increased protection of our ocean?
4. Are new approaches to communicating the ocean helping to make the sector more effective in protecting the ocean?

Through discussion and agreement in mapping achievements there were some refinements to these learning questions reflected in the rephrased questions heading tables below. Feedback captured on post-its has been synthesised within the tables.

1: How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?
• *Valuing the Ocean* has brought together a **varied group of players,** many of whom were not previously working together and in doing so has strengthened relationships and seeded new collaborations. • *Valuing the Ocean* has created a **space for people working in the marine sector to consolidate and then develop their work through experiments** and then continue to create the space and offer encouragement to share what they learn. • *Valuing the Ocean* has **enabled its partners to acquire new skills and knowledge in collaborative working**, facilitation, systems change and values based communications. This has inspired and enabled partners to take new ways of working back into their own organisations and networks. • *Valuing the Ocean* is **beginning to help draw further funding into the marine sector** through: building the name and legitimacy of *Valuing the Ocean* and its work; helping to convene marine funders to explore how they could collaborate for marine; trialling new financial models to create change through World Ocean Dday for schools; *Valuing the Ocean* being recognised more widely, leading to new research and funding opportunities and new collaborations.

2: How is *Valuing the Ocean* contributing to better communication of the value of the ocean?

- Research/reports commissioned as part of *Valuing the Ocean* have **helped with framing**
- *Valuing the Ocean* has **built the capacity of partners to know how to use the framing** and the values based approach in their work and given them the confidence to know that you can be an individual champion of change in your own organisation.
- Through this, *Valuing the Ocean* partners have seen a **change in sector awareness and approach to communication about the ocean**. Specifically, in team members and colleagues in the marine sector, coastal partnerships, marine recovery work, #Oneless network, and their international work.
- **Change in public/media awareness and approach** to communication about the ocean. Specifically, ocean literacy has extended beyond the sector, widespread media coverage of PCBs affecting orca population, the plastic bottle problem in London is framed as an ocean issue; realizing that citizen movements can drive change.
- **Personal level:** Deeper emotional and spiritual connection to the ocean in myself.

3. Is increased collaboration and better communication leading to a healthier ocean?

- **Communicating community values** to decision-makers regarding marine protected area management, regulation, research, enforcement and engagement, and watching them change their practice:
  - 1,000+ people responded to the Marine Conservation Zone consultation for Beachy Head East – thanks to *Valuing the Ocean* approaches through (Agents of Change)
  - In East Sussex: Increasing community voice for local ocean protection by investing time in understanding local opinion before running a campaign. People felt they strongly respected and resonated with the messaging.
  - Reducing the fishing vs. conservation conflict in local communities (such as Cromer, Norfolk) through running facilitated community workshops. Increased desire and acceptability of ocean conservation.
- **Experiments resulting in the behaviour change**: through #OneLess – policy and behaviour change = fewer plastic bottles in the ocean; connecting Londoners to the Ocean; ZSL stopped selling plastic bottles – and framed this change using ocean frames; organisations in London are reducing the number of plastic bottles they use and refilling instead; Mayor of London commits to installing drinking fountains in London (£2.5 million of funding)
- **Sectoral:** seeing the seeding of learning about **local leadership** leads to better conservation across the sector; cascading what it takes for **collaboration** with the Marine CoLAB and experiments such as #OneLess; **action inquiry for systems change**
- *Valuing the Ocean* initiatives help organisations **'start the conversation'**: e.g. in schools (about our relationship with/protection of the ocean); becoming a champion on #OneLess plastic reduction – voice and personal action
- *Valuing the Ocean* has potential to **impact public and political understanding** corresponding with increasing political pressure/individual behaviour change and legal change (promised)
  - Sustainability objectives and principles on the face of the UK Fisheries Bill proposal
  - Rejection of amendment to postpone Common Fisheries Policy 'Maximum Sustainable Yield by 2020' deadline by European Parliamentary plenary in recent vote.
  - Presenting a clearer narrative to decision-makers
  - Helping to obtain High Seas negotiations/treaty

4. Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?

- *Valuing the Ocean* enables **community specific messaging** – more nuanced work that feels relevant to local people, but that follows a national framework. This is supported through the inclusion of wellbeing and community groups in valuing and engaging with wider marine conservation.
- It provides **encouragement, inspiration and peer learning** to continue working towards the greater goal of marine education and conservation.
- *Valuing the Ocean* focuses on '**shifting the mindset**' about how we talk about and act towards the ocean. This has been used at a range of different levels

including High Seas treaty negotiations. There is increased momentum and awareness for change.

- At a personal level it has resulted in **sharing new facilitation and meeting management techniques** – which have been implemented within organisations.

c. Future aspirations – what are we already doing and what do we need to demonstrate the difference we are making?

With this shared understanding of how the achievements of different organisations and individuals mapped to the learning questions, groups explored their aspirations over the next two to three years, what indicators of change would look like and any ideas or examples of practice that would be useful for data collection.

1: How is *Valuing the Ocean* strengthening collaboration in the marine conservation sector?	
Aspirations over c.2-3 years	**Indicators of change**
• Marine sector has skills and systems in place to support collaboration • More collaboration between organisations within CoLab and *Valuing the Ocean* • Collaboration between the marine sector and other sectors	• *Valuing the Ocean* community grows and becomes more diverse (getting out of the CoLab bubble) • *Valuing the Ocean* community buys into a shared purpose and direction • People feel like they are part of a whole, less organisational identity; people are sharing more, there is more trust • Systems for flow of information/learning within *Valuing the Ocean* and beyond • (Core) funding is available for more collaborations • Experiments between organisations that haven't previously worked together • Increased in-kind contribution/capacity from *Valuing the Ocean* community • More organisations have the capacity and confidence to lead collaborations and to implement collaborative governance model

Quotation: *'The benefit of collaboration is felt and lived'*

Ideas for how/what data to collect:

- Number of days of in-kind contribution from each organisation to *Valuing the Ocean*. NB Keep it simple! (Chris Tuckett)
- Story harvesting (Jen)

2: How is *Valuing the Ocean* contributing to better communication of the value of the ocean?

Aspirations over c.2-3 years	Indicators of change
• Behaviour change: messages have a lasting impact/people feel the connection • Ocean literate society • Increased and improved understanding of the role of the ocean and earth system among policy makers, media, public, kids • Joined up decision-making across e.g. government departments	• People go home and behave differently • Education and numbers engaged • Map what do comms campaigns look like now and what did they look like before. Which values worked best in different contexts? • Major businesses adopt *Valuing the Ocean* comms and change their behaviour (like Adidas) • One Ocean – drop the 's' – Ocean Conference 2020 • Ocean is better integrated into UNFCCC • Legislation, budget allocation, Ocean ministry established

Quotation/question: *Do we know how the plastic focus in Blue Planet II came about, and whether there is any connection back to Valuing the Ocean? And if not, how we take Valuing the Ocean into the mass media going forward?*

Ideas for how/what data to collect:

- Wish for the ocean (Paul B)
- Social missions – Take a photo of… Tell us if… (Paul B)
- Social media analytics
- Annotated drawings coded for key messages (Paul B)
- Public surveys

3: Is increased collaboration and better communication leading to a healthier ocean?	
Aspirations over c.2-3 years	**Indicators of change**
• High level environmental decision making incorporates ocean-friendly language/intent and these are applied/reflected in policy/binding decisions. • A diverse, unified, society-wide set of voices calls for (and acts toward) a healthier ocean. • Values, attitudes and behaviour change to become more ocean friendly.	• Policy instruments • Blue Heart – Marine Conservation Society • Key communications waypoints across different stakeholder groups • Tracking the language/social media of thought leaders • Narrow quantitative indicators around ocean engagement/participation • Content of language around online ocean petitions
Ideas for how/what data to collect: • Impact chains to track wide range of outcomes e.g. number of policy engagements tracked to percentage enacted and percentage leading to conservation outcome (Dan S) • Knowledge, attitudes, and practice (KAP) method to capture people-led change/perceptions	

4: Are new approaches to communication and collaboration helping to make the sector more effective in protecting the ocean?	
Aspirations over c.2-3 years	**Indicators of change**
• *Valuing the Ocean* to be 'greater than the sum of its parts' • Others come forward requesting participation because they have recognized that new approaches positively impact effectiveness (i.e. outside existing CoLAB) • Be seen as best practice by sector (organisations and funders) AND other sectors	• Other sector groups use the new approaches • Size of [meetings & community] that participate in information sharing • Break into new geographies/scale of community
• New 'new approaches' emerge (learn from others as well as	• Additional methodologies in portfolio of approaches/toolbox

generate from within) and learning continues	• Increased evidence of effectiveness of approaches are captured from usage by wider sector (i.e. refinement of toolbox through feedback) NB failures as well as successes
• Individuals/organisations have exposure/experience of using multidisciplinary skills to strengthen their own effectiveness • Deepening/broadening of sector representatives' skills and thought processes	• Qualitative: change in individuals' own perception of personal growth as advocate for ocean health
• Access/leverage greater funding because proposals draw on non-duplication and leverage multiple NGOs' skills [plus learning communicated to funders about what works, this influences funders' approach]	• Funding goes to proposals based on 'new approaches' • No duplication in projects funded • Joint NGO proposals increase. Percentage of successful proposals increase. More money into the sector • Reach more people for less money
• Healthy tension between 'one voice' and 'not being an echo chamber'	• External appreciation of whether sector is effective – power of shared approach/voice
Ideas for how/what data to collect: • 'Warm data' approach - Nora Bateson https://www.youtube.com/watch?v=f8tTax7ad9g (Corina) • Don't lose individual thought – don't become an echo chamber • Scale – regional impact? • Infrastructure developed • New ideas generated • Skills portfolios – breadth increased • Resilience • Harness multidisciplinary aspect of the CoLAB approach	

8.4 *Valuing the Ocean* Learning Day - 11th September 2019

The morning session of the *Valuing the Ocean* Learning Day focused on bringing together individuals from organisations that have been funded by or worked with the strand, facilitated by Helen Garforth and Richard Usher of Just Ideas.

We began by exploring what each participant brought to the session (in terms of experience, skills or knowledge) that they would be prepared to share during the morning. A rich range of organisational experience and skills/perspectives relating to the *Valuing the Ocean* strand were shared and discussed.

1. Summary of feedback from the postcard activity

We used a post card activity to get participants thinking about **what they had learned through being part of *Valuing the Ocean*.**

The images chosen represented learning that had been inspired through *Valuing the Ocean* work, through collaboration and the way in which the strand frames the value of the ocean. The bullets below summarise these themes:

- **Deep sense of interconnectedness** – organisations; people; the issues we are working on; and the ocean.
- The **importance of serendipity and seizing opportunities** – in relation to collaborative action; funding and taking action.
- The importance of framing issues in relation to the ocean – and **crossover with climate change awareness** and action. 'How you frame things effects what you see.'

- 'It's difficult connecting with what people experience – we've found ways of doing it.'
- Things that seem simple aren't – change may require sacrifice and will require change.
- Values (and how issues are framed) have implications on wider global change and impact. People may feel bad about how things are playing out [Brexit; populism etc] but need to be resilient and 'keep doing stuff'.
- The importance of linking with governance and structure – policy and strategy.
- Moving from a smaller, informal, trust-based group [the CoLAB in particular] is difficult but we are progressing. Potential to extend this type of approach to the natural world more widely.
- The importance of taking risks and trying new things.
- As a result of #OneLess engagement there has been no plastic at the UN in three years – it feels good.
- Learning about the ocean: how much it means to me; what our legacy will be if we don't act.
- By using CoLAB networks it's possible to extend your strengths, confidence and agency. Looking to each other for inspiration – 'we are shifting the whole culture' [of those involved]

2. Summary of Table Group Discussions exploring:

- **Growing collaboration**
- **Influencing funding**
- **Priorities for the next phase of the strand**
- **Scaling and replicating elements of the strand**

This section summarises the outcomes from the core group discussions in the morning session.

1. Growing Collaboration

- New audiences
- Governance
- Playing to strengths without losing the 'spirit'

NB the feedback below mostly reflects thinking of CoLAB members or non-members' perceptions of the CoLAB rather than collaboration more generally across the strand.

What worked well

Good at growing relationships, less so on structuring.

Issues to be aware of

- Concern over homogenisation and 'watering it down' i.e. losing what is special about the CoLAB through widening out participation.
- Demonstrating the need for (and 'added value' or benefits of) collaboration as it is time consuming and must be done well.

- Need to articulate our success better and more clearly.
- Need buy in from organisations not just individuals.
- A key consideration – working with health organisations to get a unified message on holistic benefits of the ocean. Collaboration with a common connection and joint aim can legitimise work with other sectors (outside immediate environment/ocean partners) giving them and the existing partners new audiences.
- The 'sherpa' metaphor was used to clarify how organisations need to approach collaboration in this setting – 'carrying the weight, doing the legwork, but not taking credit'.
- Understanding who the gatekeepers are, particularly in relation to communications within organisations – 'who makes the decisions to enable change?' Also, transparency/understanding within collaborating organisations of how new ideas are taken on, and become a campaign leading to change on the ground.

Challenges

- Drawing on experience elsewhere of governance/structure: 'What's the handbook for collaborative governance?'
  - Thinking in particular of how to run decision-making meetings.
  - Being clear about how organisations/people can engage and become part of the CoLAB.
- Looking 'in-land' – making connections with wider water cycle and organisations working on those themes, as well as communities in-land (and how they relate to the ocean).
- Need clearer narrative on what/who/why CoLAB is.

Opportunities

- CGF network across disciplines.
- Creating a space for topic specific sharing and conversations e.g. High Seas, MPAs, plastics
- Encompassing and drawing on different skill sets.
- Creating tools and resources (e.g. comms packs) that can be shared and promoted.
- Outreach to new audiences – the One Ocean concept helps this.

Questions

Questions focused mainly on the respective roles of *Valuing the Ocean* and the CoLAB (from the perspective of existing CoLAB members)

- Is collaboration purely through the CoLAB? There was also a question of how to address being 'in' or 'out' of the CoLAB?
- *Valuing the Ocean* vs. CoLAB – should Valuing the Ocean be 'owned' by CoLAB to bring clarity?
- How can we collaborate on topics e.g. plastics across member organisations – not just on projects/experiments?
- Should we be growing – why? What will it bring?

2. Influencing Funding

- To value collaboration
- To bring more funding in

Thinking beyond existing funding boundaries

- Look beyond traditional funders.
- Go big to get more money = network as a programme with lots of smaller projects.
- Blended finance - *use of public or philanthropic capital to spur private sector investment in projects aimed at achieving the sustainable development goals.*
- Green finance - *the UK government launched the Green Finance Strategy on 2 July 2019.*
- Learn from climate breakdown/crisis community.
- Create a pooled fund for collaboration/programmatic approach.

Influence funders to come together; pool funding; take a programmatic approach

- Funders must understand why they should collaborate – influence through comms.
- How do we persuade funders to provide 'core funding' for staff not just 'project based', providing flexibility and adaptation to circumstance. Generally there is reluctance to fund process – *CGF is an exception to this in relation to CoLAB funding, though with expected outputs etc.*
- **Funder platform** – UK-wide and spread to liaise on needs/trends; understand needs/benefits of collaboration and different approaches (within the strand).

Demonstrate to funders the difference that collaboration makes

- Look at what your impact is and show how it is more than 'green funding'.
- The 'hard evidence' challenge – how do we measure value of collaboration and shared messaging/framing. 'Value sharing' – how do we share with funders?
- Make the case about why working together is beneficial. Need clearly defined deliverables and outputs. Functionality and benefits of specific collaborations.
- Show value of incubators like the CoLAB.
- Distil learning (from the approaches of *Valuing the Ocean* and the CoLAB) and adapt for different audiences including funders.
- Communicate successes and 'package' the CoLAB – why it is unique, valuable and worth prioritising.
- Natural Capital can communicate value of nature.

Make funding collaboration easier

- Funding collaboration can present procedural issues e.g. who receives the money; how is reporting done; possible to pre-empt issues by having a formal governance structure.

- Identify what the experiment is that we could invite funders in to? (e.g. participatory grant-making pot)

3. Priorities for the next phase

- Where can we make a difference?
- The international dimension
- Influencing decision-makers

Influencing decision makers

- There were questions around whether this is a specific objective for the strand now – if so need to direct experiments accordingly.
- Acknowledging that they exist at different levels – the levels at which the strand is working.
- Connecting 'top' and 'bottom' i.e. decision makers/policy at all levels.
- Connecting policies and approaches e.g. Zero Carbon; Green New Deal to the Ocean – and linking with 'Nature-based Solutions' approach.

Learning

- Learning from #OneLess in informing implementation of EU Single Use Plastics (SUP) Directive.
- Harvest full extent of learning – i.e. #OneLess Learning isn't just about plastic but taking a values based approach in other applications. Apply in new experiments.
- Learning from other (international) coalitions – WWF-EU LIFE; Love Water https://www.water.org.uk/love-water/
- Working out 'what do we want to see happen most?'; and 'what does good look like?'

Role of CGF

- Question around the role of the foundation – is it to 'mainstream' the approaches of *Valuing the Ocean*; building capacity?
- Be explicit about and clarify the relationship between *Valuing the Ocean* and the CoLAB.

The *Valuing the Ocean* approach

- Ensure that next stages do not lose the 'approach' – values based approach, the connection of people and our impact on the ocean. Also keep the connection with the 'local' – experience on the ground (and this being a two way process).
- There was discussion about having 'products' that are visibly part of *Valuing the Ocean* – but concern over losing local relevance and vision in pushing for this.
- Continue to analyse where there are gaps; horizon scanning and identifying opportunities both imminent and 'far future' – role of the CoLAB
- 'To go faster [achieve more] you need first to go slow' to build collaboration.

- Values based approach - reaching out beyond England (to Scotland, Wales, Ireland) – *NB already being used in the work with EU (IEEP)*

International

- Work through international networks, trade and policy makers.

CoLAB

- Challenge of 'leadership' as the approach emphasises collaboration *(this could be outwards facing leadership or within the CoLAB).*

4. Scaling and replicating – what would it take to make this happen?

- the *Valuing the Ocean* strand
- Experiments
- Approaches

Questions

Questions raised focused on being clear about why; what; how and where approaches from the *Valuing the Ocean* strand could be scaled up or replicated:

- What is the rationale/justification for scaling up?
- What are we replicating? Need clearly defined goals. Can elements of the strand by scaled?
- Where do you focus resources? On scaling/replicating or on doing fewer things better or to completion? (quality vs. quantity)
- How open is the model? How much control do we want or need to contain?
- Where do we scale? Other places in the UK or internationally?
- What leadership is required?

Ideas to take this forward/increase understanding

The following process was outlined:

1. Codify process/method.
2. Connect into the networks that partners are part of; the nodes (in marine sector and beyond).
3. Build capacity of others to replicate and support.
4. Continue to enable collaboration.

- Importance of social capital in scaling; collaboration should enable the capabilities (of those involved) to be used in different spaces.
- Through networks and coalitions; a 'network of networks' – e.g. Coastal Partnerships Network.
- Network science: Increase understanding of how networks work, where there are strong and weaker linkages; how ideas and innovation spreads etc.

- Movement building of ideas and projects – implementation at local level will vary; no one-size-fits-all; need to work with experts on the ground. Question then is 'how to fund this/spread funding?'
- Must be evidence based – ensure audiences and the public understand the evidence and are on board.
- Scaling isn't always about going bigger, it can be about diffusing.

Opportunities

- Engage with successful existing coalitions to cut down legwork and 'having the right connections'.
- 'Democratisation of the model' – delegating decision making; giving agency and power to make changes on the ground.
- Seize on the right opportunities – these may not fit planned time-lines.
- The LAB approach (CoLAB) could be replicated – potentially in relation to different thematic areas; in different areas. It requires time, trust and relationship-building.

3. Questions and comments arising from discussion of the interim report findings summary

We discussed a brief summary of the findings from the central phase of fieldwork as learning and evaluation partners – specific feedback was captured separately to feed into the final draft report of the work.

The comments and questions below were noted on post-its – to confirm, contribute to or question what was heard in the discussion:

- The CoLAB network has expanded rapidly over the last three months through experiments and CGF support (e.g. in relation to the IPCC response).
- Take time to establish a shared understanding of what is expected when collaborating.
- Is it the values based approach or the right 'project' that makes/gains the change?
- Further exploration of how to evaluate and demonstrate the value of the strand.
- How does a values based approach translate to policy/decision making?
- Values based approach is more than asking why the ocean matters – rather, using this question to connect people to their values (this is central to the values based approach theory of change).
- How do members of the CoLAB reconnect to and influence their organisations.
- Should the CoLAB become the learning platform across *Valuing the Ocean*? And improve CoLAB [sector] engagement work?

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