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Lessons Learned so far

Results of LL Survey 2.0

*Focus on WP1.1, cross-activity and cross-WP work, main
perceived obstacles & Lessons Learned*

Edited version of a Presentation delivered at Planning Forum vol. 5,
Hamburg 12 February 2018

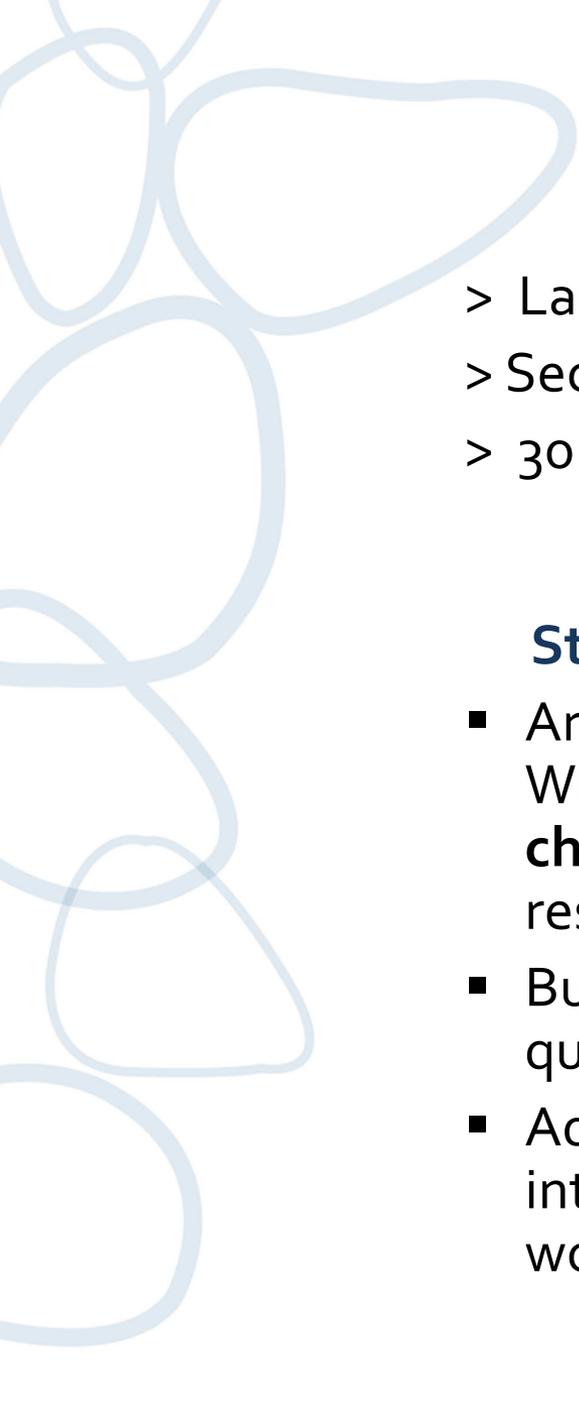
Michael Kull, Elin Cedergren & John Moodie

Swedish Agency
for Marine and
Water Management



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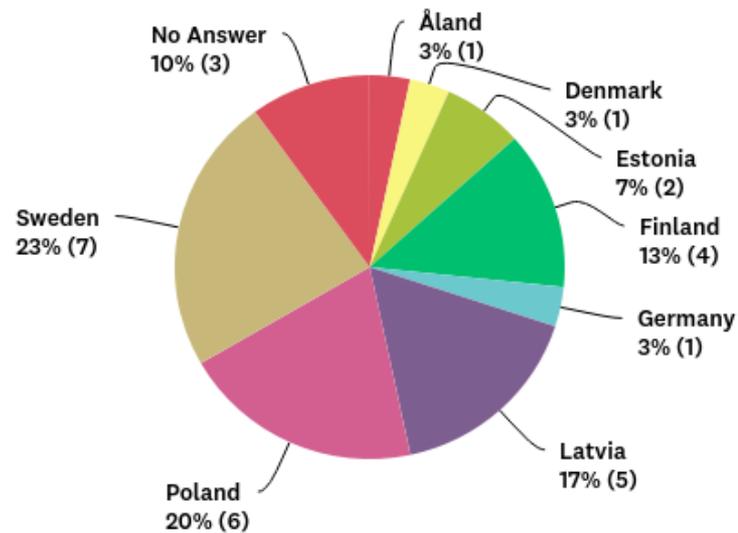
Lessons Learned Survey 2.0

- > Launched 3rd of December
- > Second & final survey of the LL activity
- > 30 respondents

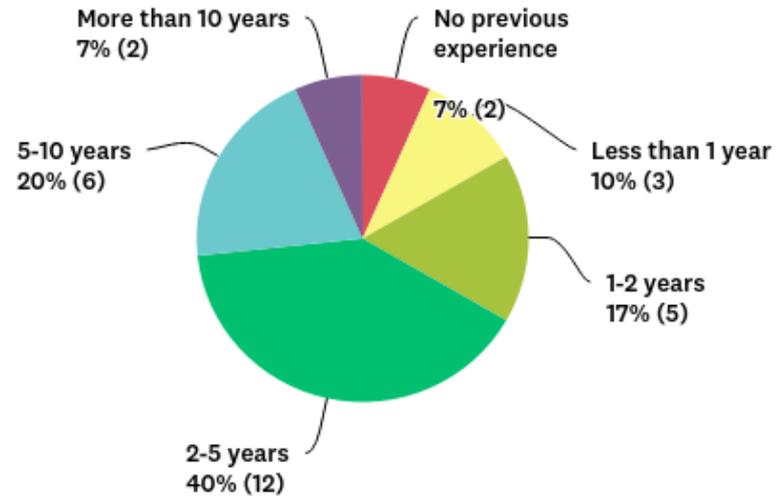
Structure & main goals:

- Are you making good **progress**? Are **objectives** of each WP outlined in the first survey **well met**? Did **objectives change**? What **challenges** to solve? **Overall LL** of respondents
- Builds upon the structure of 1st survey containing questions regarding all WPs
- Additional questions on stakeholder mobilization and integration as well as the individual role in the project work.

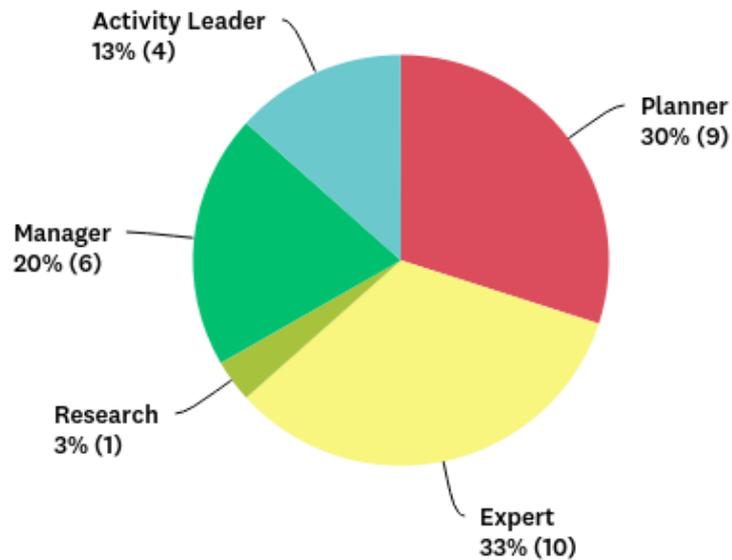
Which country or autonomous region do respondents come from?



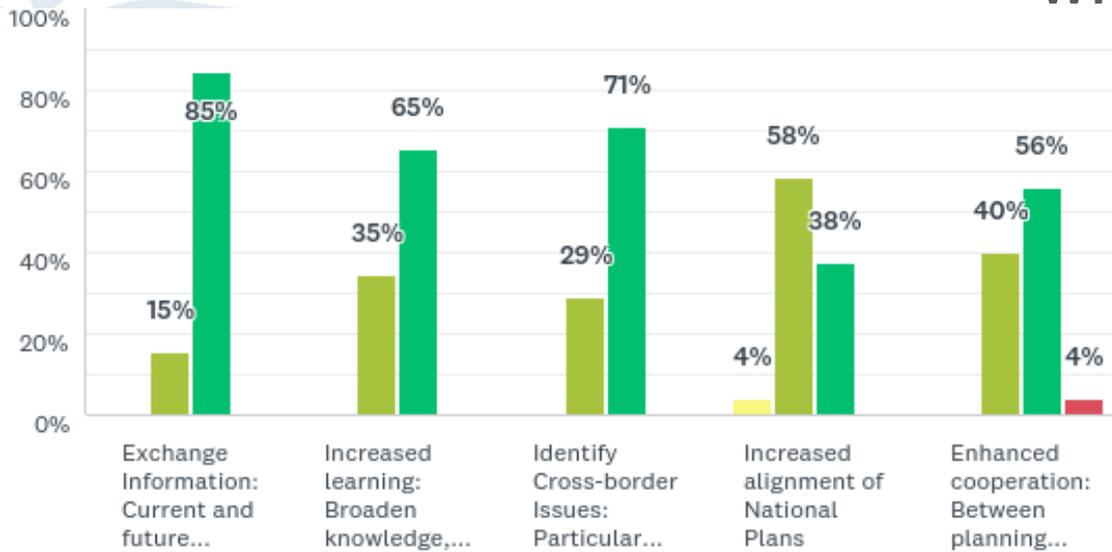
Experience with MSP. How many years have respondents been professionally working with MSP



Respondents' Role in the project

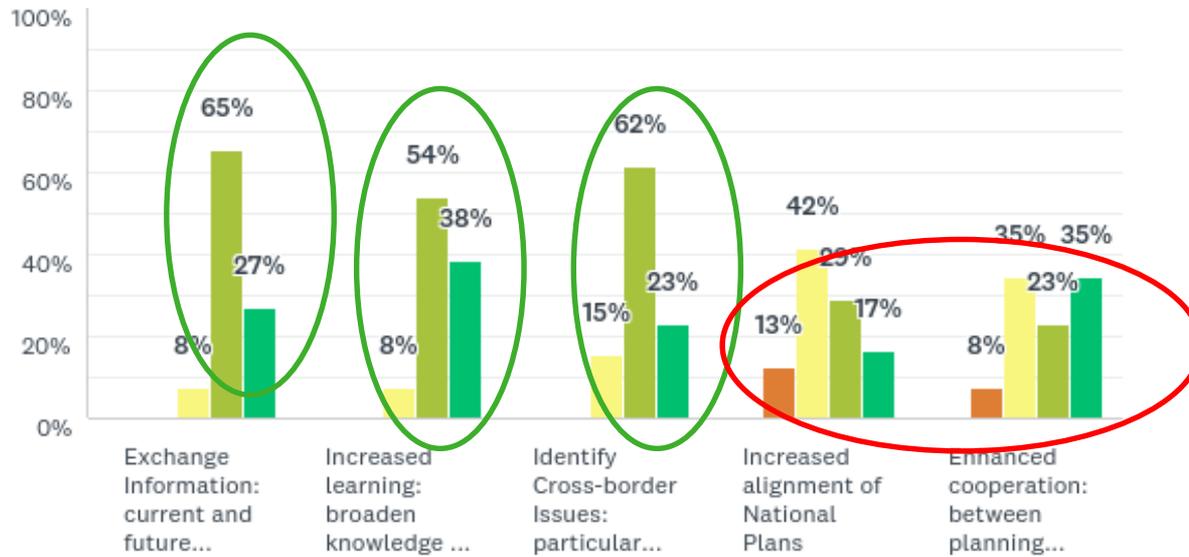


WP 1.1 main aims & objectives



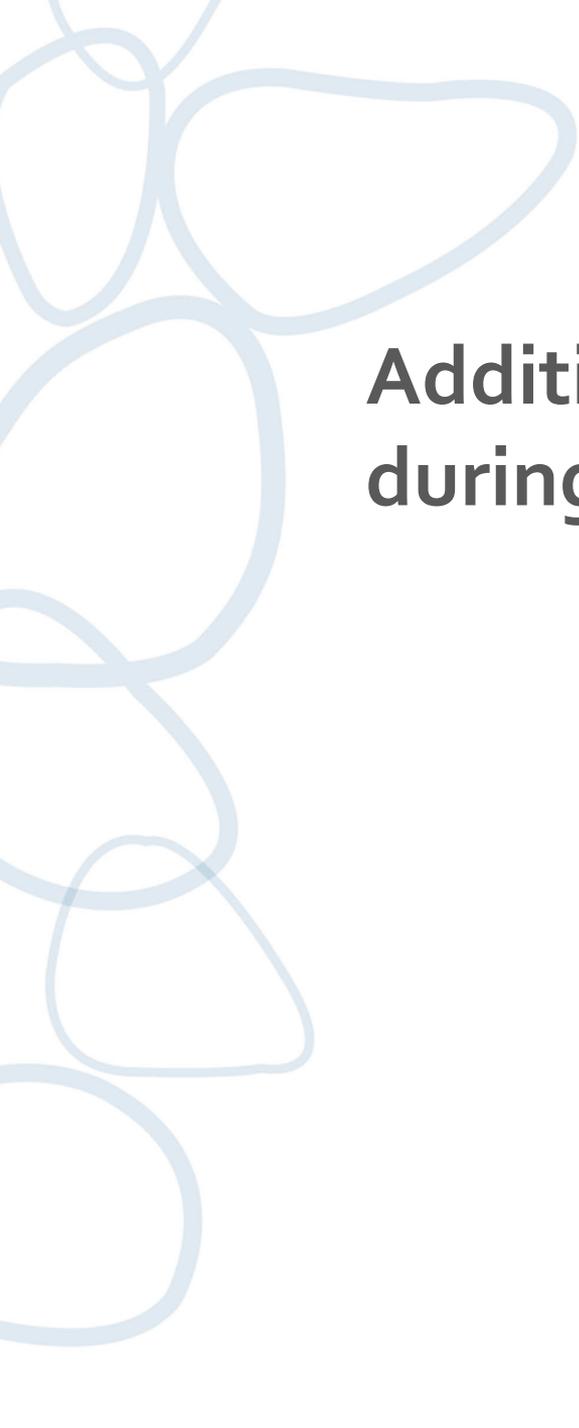
...as per 1st survey & importance after 1 year

■ Neither unimportant nor important
 ■ Important
 ■ Very important
■ Not important



PBS contribution to meeting each aim & objective

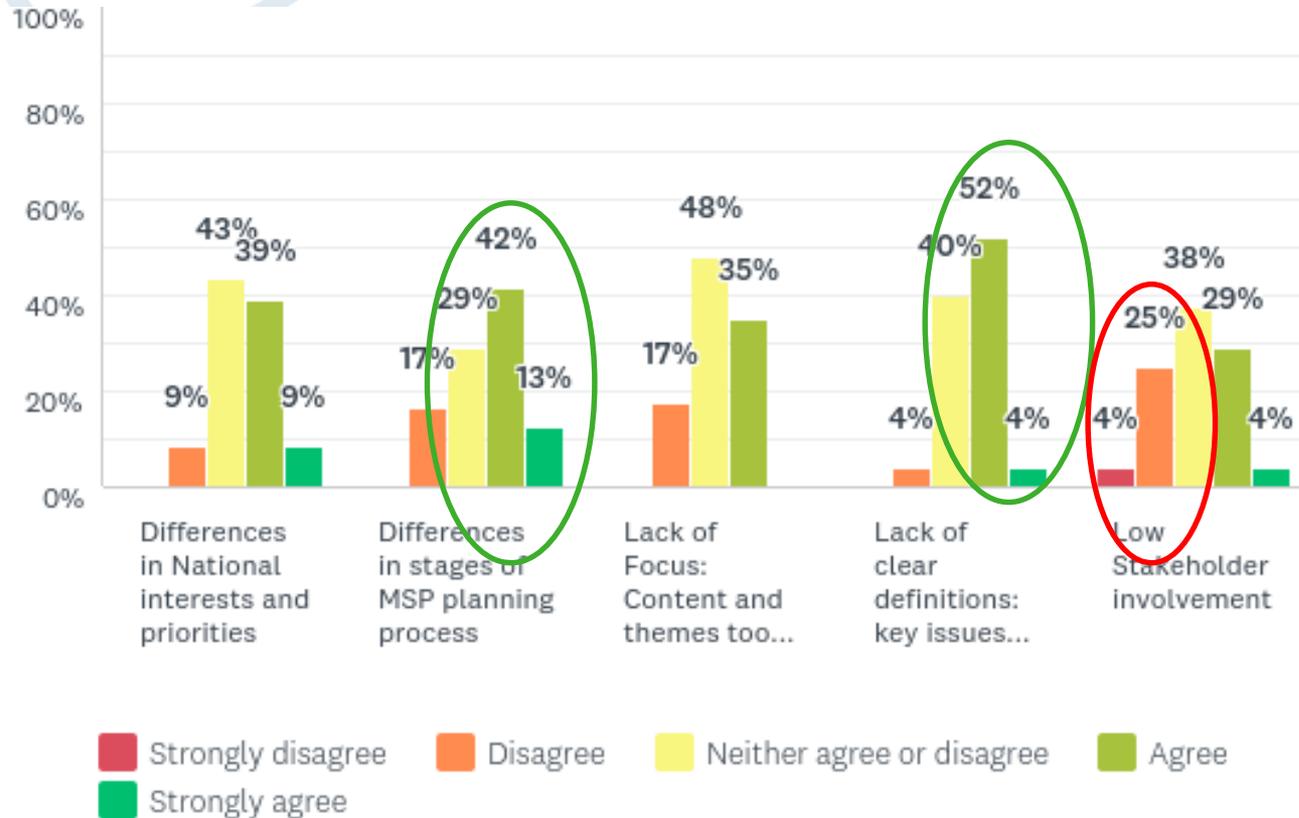
■ Strongly disagree
 ■ Disagree
 ■ Neither disagree or agree
 ■ Agree
■ Strongly agree



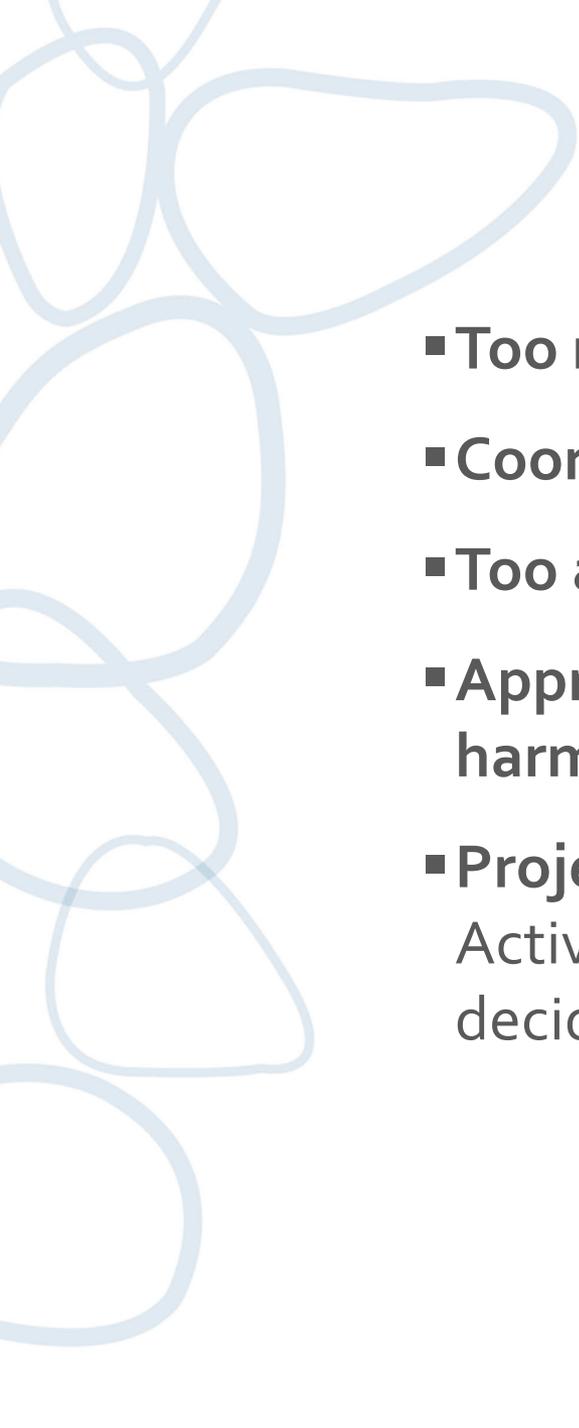
Additional aims and objectives emerged during the first part of the project

- **Additional socio-economic analyses**
- **Use of data analysis tools**
- **Data and methods used for sector presentation**

Main challenges in WP 1.1 according survey 1



PBS contribution to overcoming these challenges



Additional concerns...

- **Too many issues** at the same time
- **Coordination between WPs**
- **Too ambitious targets?**
- **Approaches to MSP different => challenging to harmonize the outcome**
- **Project structure steering unclear:** relation btw Activities, Partner Meeting & Planning Forum - who decides what with what mandate?

Overcoming challenges

Communication

Improve info *exchange between WPs* & communication on the *overall objectives* of PBS

Project management & or *Partner meeting* should decide, put the foot down & tell everyone (as in the December Partner Meeting).

Define concrete questions prior to the meetings

Methods, tools & concepts

More work on definitions > common understanding

Use *examples from planning life*

Common practices (too many methods will increase complexity, even when complexity is not required) (Do not assign too many chef's in the kitchen).

Linking PBS to national MSP processes

Strong cooperation & collaboration: betw. countries & institutions (also after PBS > requires national financing)

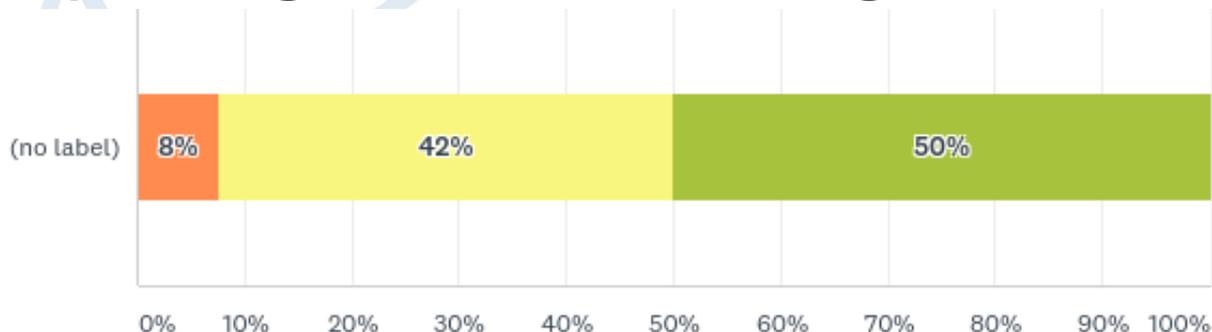
How inserting *PBS in national & other regional frameworks* covering similar topics? Where generate synergies?

Highlighting benefits of strong stakeholder involvement in PBS: what's in it for me? Short & long run.

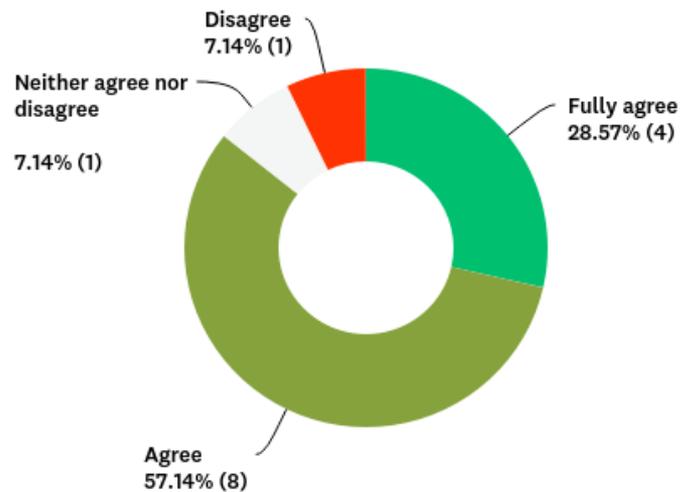
Increase public awareness and community involvement

Keep it Simple (Over complexifying things decreases motivation for the public to be involved, if developing information / collaboration, a simple, yet a common language/understanding, is required too

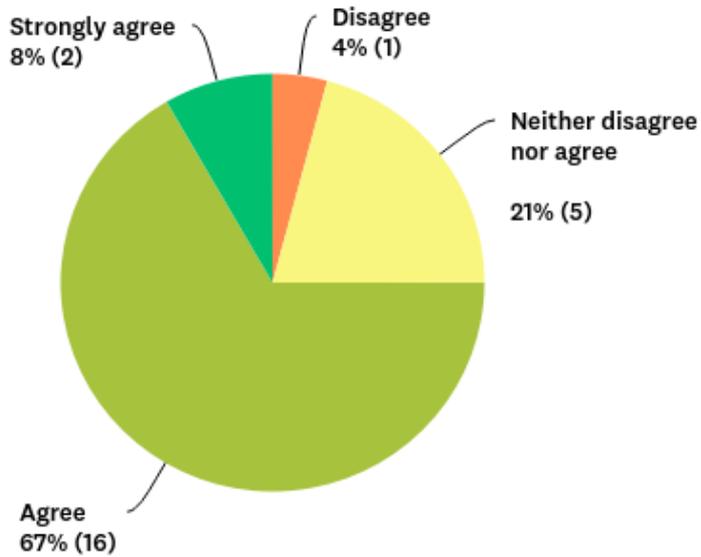
WP 1.1 contribution to achieving coherent national MSP planning in the Baltic Sea Region?



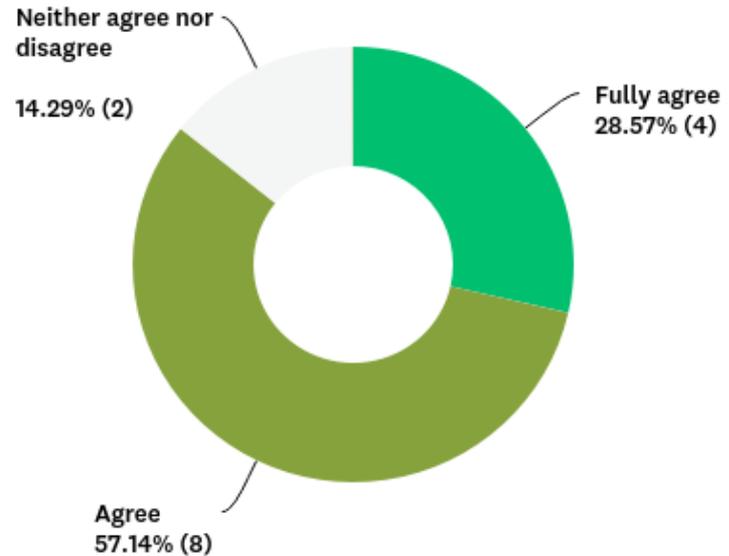
...and 1 year ago – WP 1.1. can contribute...



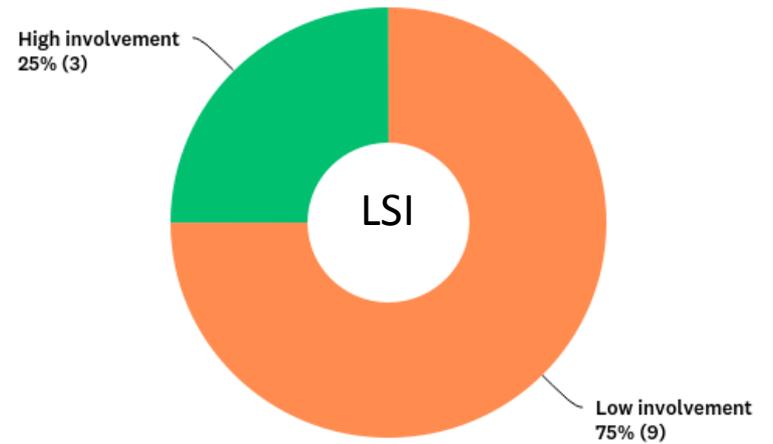
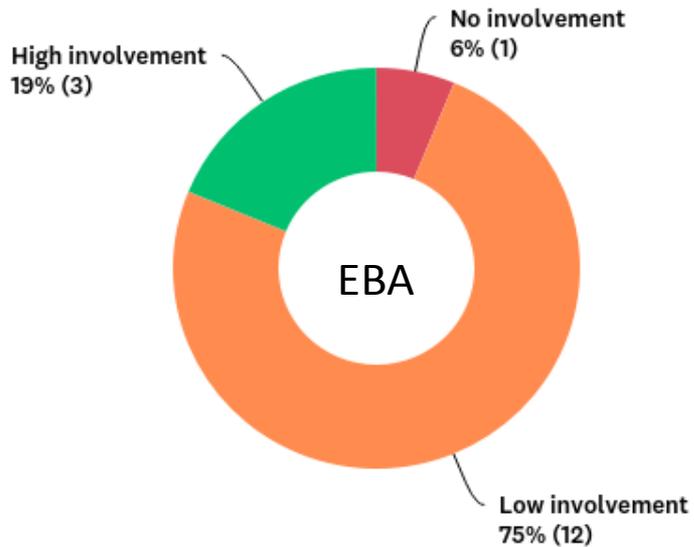
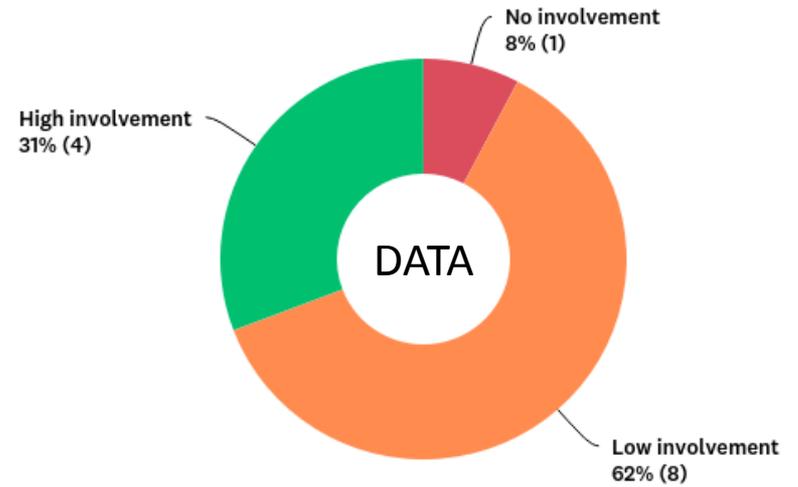
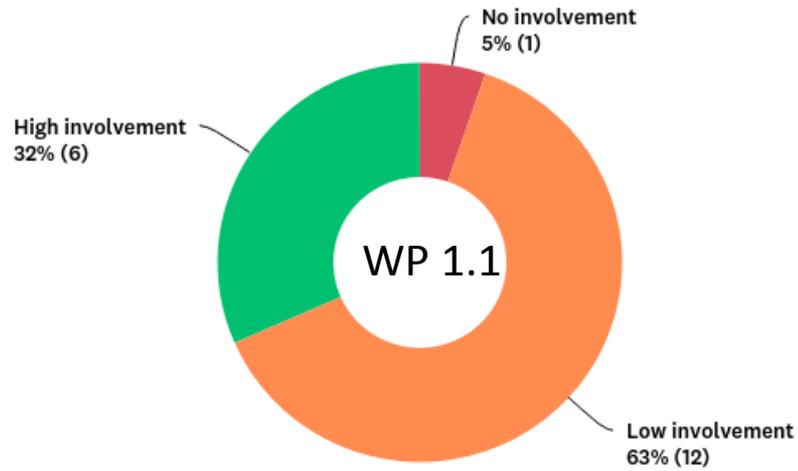
WP 1.1 contribution to building lasting macro-region mechanisms for cross-border MSP cooperation?



...and 1 year ago – WP 1.1. can contribute...



Stakeholder involvement in WPs



Main enablers for involving stakeholders WP 1.1

Engaging stakeholders in PBS is marginal, maybe not needed

Stakeholders in WPs & activities:

Not intention *in each Activity* to involve stakeholders; yet: **clear focus**

Work done with local / regional & national level stakeholder activities in **WP 1.1.2 FIAXSE** subcase 3 / 1 & 2 respectively

Specific problems (e.g. a OWF case)

Workshops

Stakeholders in national MSP

Ongoing national MSP process & importance of MSP

Existing collaboration **structures**

Stronger **public awareness**

Clear purposes for involvement

Identify for **what, how, when & whom** to involve OR address only the **correct stakeholders-**

Showing them that their **needs are heard**. Not only will they be listened to but **show** them that their **input** has also **resulted** in something.

Everyone wants to feel **useful and produce something** > **activating this feeling** in stakeholders **is a key** element in increasing collaboration between authorities & stakeholders

Main obstacles for involving stakeholders

Lack of Motivation of Stakeholders

Low interest

Reach, motivate & activate local level stakeholders.

Lack of Resources

Time allocation / lack of time
(stakeholder also have workdays which they cannot always "skip" for a workshop)

Amount of work vs results

Money

Lack of topics & knowledge

Nobody has planned the sea before

Novelty of MSP

No sharp problems, except in OWF case

Language

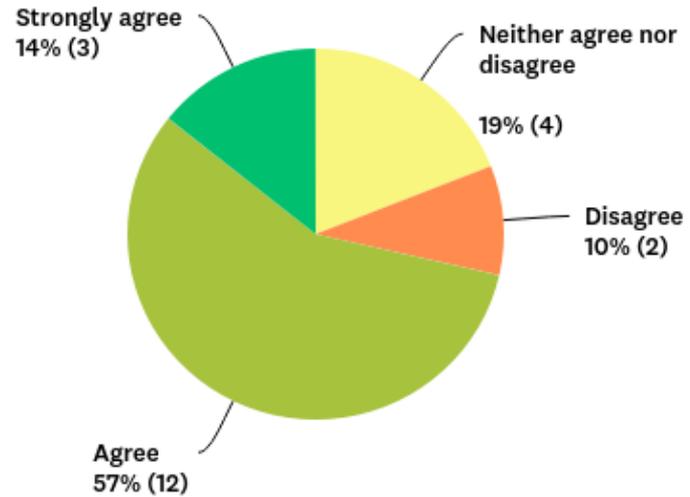
Institutional Barriers & Trust

If there are no connections betw. authorities & stakeholders from the beginning, building these bridges takes a lot of effort

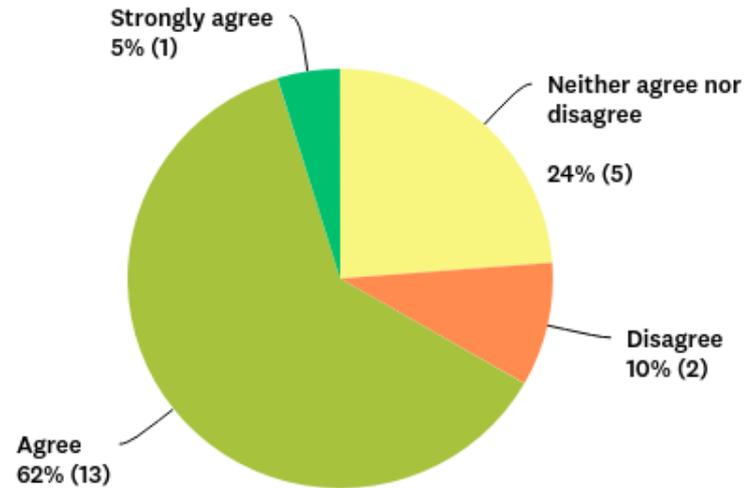
If stakeholders do not trust authorities from the beginning, overcoming this obstacle can be challenging

Working across...

.. activities within WPs functions well



... WPs functions well



Main enablers for working across activities

“Heading for Project results, not Activity results”

Individual Responsibility

Awareness of each others work plans.

Responsible Persons

Activity leaders knowing their responsibility

Clearer links & communication routes incl. betw. WP & activities leaders

Fluent information exchange & project management that allows it

Good management of the whole project (Ingela & Wilhelm)

Expert knowledge

Utilise expert knowledge

Overlap in topics & knowledge of involved experts & common content

Organisational issues

Partner & joint meetings (frequent answer)

B-2-B meetings

Invite representatives of other WGs to the workshops

The travel budget is big enough & percentage of working hours is enough for the project

Quite efficiently functioning website & workspace

Main obstacles for working across activities

Inter-organisational challenges

Different understandings - needs harmonization

Different stages in national MSP

Individual challenges

Capacity to get involved meaningfully in all activities

Routine: keep aware of each others work plans. If someone works strongly only in one or two working groups, it's hard for him to understand what other WGs are doing, what are the goals and results of their work

Too many activities to have proper collaboration with all of them

Complexity of all & jumping in the middle of the project > trying to catch up

Challenges for crossing activities & WPs

Lack of clear system & implementation of responsibility for cross-activity work

Big number of activities & WGs, small number of involved people & large dispersion

Lack of communication & knowledge about the content of the other WP
Sometimes there are more linkages and interactions across activities in different WP`s (I don`t see a need to separate activities within WP`s & across)

Communication of roles & responsibilities

Main enablers for working across WPs

Communication

Information exchange between activities

Quite efficiently functioning website and workspace

Content & Expertise

Common content

Experts' overlap & knowledge

Meetings

Partner meetings: exchange & fuse activities together, discuss & exchange outcomes

Planning Forum for overall direction

Inviting representatives of other working groups to the organized workshop

Heading for Project results, not Activity results

Project Management

Strong WP leaders

Good management of the whole project (Ingela and Wilhelm)

Main obstacles for working across WPs

- Time limitations to go into details of each theme
- *All partners do not participate in all WPs, but many WPs are interlinked. All partners should participate in all WPs, at least at some level.*
- Detailed knowledge about current work & outcome (before Partner Meeting, solved)
- *If someone works strongly only in one or two working groups, it's hard for him to understand what other working groups are doing, what are the goals and results of their work*

Main lessons learned so far

Good collaborative environment – Group Learning

We need to talk about our issues & come together to work them through

The higher degree of participation per participant the better.

Good collaboration

Tolerance to different approaches

Everything could be done

We achieve great stuff together

Inspiring Project

Team is open minded

Very good working atmosphere w. all partners, fruitful exchange

Individual Learning

“My own level of being informed about what is going on in the project depends on my own level of interest and willingness to look for the information (internal & external resources)”

Communication is key! Discuss issues / give positive feedback. Trust each other / delegate tasks when you need to

Wise use of resources

How fast time flies. A good project plan needs to be developed in the early stages, but flexibility is crucial for the project to continue

Keep "planner's" focus in each task
time is precious

Systematic work with small steps brings good results

Combining project work with an active MSP phase at national level is a ***challenge***

Main lessons learned so far

United in diversity – uniting diversity
Strengthened network

One MSP Directive but very different MSP approaches across countries

Differences in processes – ***good to get overview & insights in other countries' planning issues***

Sharing data & knowledge from national MSP processes

Baltic Sea countries = ***PP, have different needs / positions / aims for the project. We have to respect that.*** This project is a process, and all collaboration during that is essential.

All countries have their internal problems and dilemmas when it comes to MSP, so do not give up

Main LL so far

Methods, tools & concepts

Concept of green infrastructure in other countries

Improvement of EBA&SEA implementation

How to improve national GIS data model.

The Future of MSP in the BSR

Important to make everyone work for the common good.

Working on the project forces us to think about the tasks that await us in our countries in a few years

Further work on MSP-harmonisation is needed

Better understanding betw. Countries' different MSP (objectives, priorities, process).

Regional coordination, "a common MSP" language is key for sustainable results & greater efficiency

MSP at a regional level in the BSR is still in its infancy. Platforms like PBS help it to mature into the right direction of a coordinated regional approach to MSP.

Main Challenges so far

Time, time, time!

Competition with workload outside of the project > difficult to focus on PBS

Time for fruitfully contribute to the work

Many dishes, enough cooks?

(Too many countries around the Baltic sea)

Too many WPs, activities & lack of understanding how they all come together

Coordination between activities & tasks in terms of exchange, comm, timing and time planning of meeting dates

Case studies

Involve all relevant partners; develop shared view on outcomes & deliverables

Building reasonable aims and objectives in collaboration with PP having different needs.

Changes in responsibilities within partners organization

Challenges

Data, methods and concepts

Data in general

green infrastructure

ecosystem services concept

Individual Country Challenges

Development of a list of indicators for MSP for Poland. This is currently the biggest challenge, but how we will be proud of ourselves

MSPs in Finland are drafted and implemented in the different level than in other countries. That's why it is challenging to participate and contribute to the work done in WPs such as 1.2

Challenges – Food for thought citations

Sometimes I find it hard to believe that coherent MSP is possible

Adapting way of working to varying cultural practices - both country & organizational cultures.

Even if a common understanding among professionals exist, the political level is the one making decisions

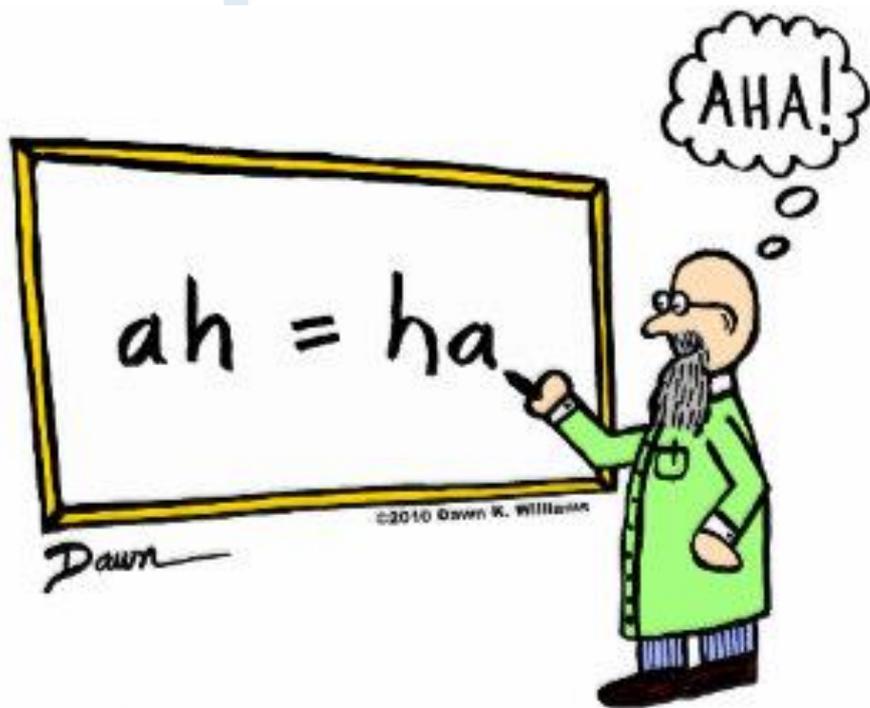
Building trust is a key objective for cross-border MSP

Lack of time & the complexity of the activity: do not let the WP grow too much, keep it within limits, however, push the limits and grow more than you expected

Questions, critique & roses to...

...the Lessons Learned gang:

- Michael: michael.kull@nordregio.org
- John: john.moodie@nordregio.org
- Elin: elin.cedergren@nordregio.org



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