BaltSeaPlan

BaltSeaPlan Report 24

Stakeholder Involvement in MSP

Authors: Tim-Ake Pentz[1]

1 WWF Baltic Sea Office, Germany

Baltic Sea Region Programme 2007–2013

Project part-financed by the European Union (European Regional Development Fund)

IMPRINT

Authors

Tim-Ake Pentz, WWF Baltic Sea Office, Germany

Contributors

BaltSeaPlan Stakeholder Involvement Working Group:

> Anda Ruskule Baltic Environmental Forum, Latvia
> Jochen Lamp, WWF Baltic Sea Office, Germany
> Robert Aps, University of Tartu, Estonian Marine Institute, Estonia
> Grażyna Chmura, Maritime Office in Szczecin, Poland
> Andrea Morf, Swedish Institute for the Marine Environment, Sweden
> Cecilia Lindblad, Swedish Environmental Protection Agency, Sweden
> Jan Fidler, Royal Institute of Technology, Sweden
> Hanna Kamrowska, Maritime Office in Gdynia, Poland

Lead Partner

Dr. Nico Nolte
Bundesamt für Seeschifffahrt und Hydrographie (BSH)
Bernhard-Nocht-Str. 78, 20359 Hamburg, Germany
Tel. +49 (40) 3190-3520
Fax.+49 (40) 3190-5000
nico.nolte@bsh.de
www.bsh.de

External Project Coordination Office

Angela Schultz-Zehden
s.Pro – sustainable projects GmbH
Rheinstraße 34, 12161 Berlin, Germany
Tel. +49 (30) 8321417-43
Fax.+49 (30) 8321417-50
asz@sustainable-projects.eu
www.sustainable-projects.eu

Stralsund – January, 2012

www.baltseaplan.eu

This report has been produced with the assistance of the European Union. Its content is the sole responsibility of the Authors and can in no way be taken to reflect the views of the European Union.

Cover photos: Joanna Przedrzymirska, The Maritime Institute in Gdansk; Karsten Dahl, Department of Bioscience, Aarhus University (formerly National Environmental Research Institute – NERI); Siemens press photo

CONTENT

Executive summary

There is surprisingly little information available on stakeholder management in the evolving and dynamic field of Maritime Spatial Planning (MSP). Based on the experiences made during the pilot planning processes in the framework of the BaltSeaPlan project (2009-2012) this report provides recommendations and information about the reasons and rationales for stakeholder involvement in maritime spatial planning, formal and informal approaches to stakeholder involvement in maritime spatial planning, the distinctions of stakeholder involvement in maritime spatial planning, stakeholder identification and stakeholder typology in maritime spatial planning and Tools, techniques and the right timing to interact with stakeholders.

1. Introduction

1.1. What to expect from this report

Compared with the amount of stakeholder theory literature there is surprisingly little information available on stakeholder management in the evolving and dynamic field of Maritime Spatial Planning (MSP). This report contributes to a better understanding of stakeholder management in MSP and aims at helping to bridge the gap between stakeholder management theory and practice. Based on the analysis of the practical knowledge and experiences of the BaltSeaPlan project partners this report will provide information about:

- The reasons and rationales for stakeholder involvement in maritime spatial planning
- Formal and informal approaches to stakeholder involvement in maritime spatial planning
- The distinctions of stakeholder involvement in maritime spatial planning
- Stakeholder identification and stakeholder typology in maritime spatial planning
- Tools, techniques and the right timing to interact with stakeholders

Even though this report gives recommendations for future stakeholder management in MSP it has to be clear right from the beginning that the approaches to stakeholder management are as diverse as the BaltSeaPlan partners institutional and cultural backgrounds. Secondly stakeholder management is about managing human relationships in order to motivate stakeholders to behave in ways that support the objective to draw up a Maritime Spatial Plan. This means that many factors have to be taken into account like moral, political, technological and economic interests (Weiss, 2006). It becomes clear that there cannot be something like a one size fits all approach to stakeholder management in MSP.

1.2. Methods and sources

The data used for this report is predominantly derived from the questionnaire “Stakeholder Participation Management in MSP” and interviews. The questionnaire was elaborated and discussed within the trans-national BaltSeaPlan stakeholder management working group and distributed to all project partners. Furthermore the partners were asked not only to consider the experiences from the BaltSeaPlan pilot MSP processes but also to include experiences and knowledge gained through other projects (e.g. BALANCE, PlanCoast). Other sources were legal and policy documents (national, regional, international) and relevant scientific literature.

1.3. Disclaimer

This report was produced within the BaltSeaPlan framework. It is mainly addressed to policy makers, spatial planners and stakeholder management officers from NGOs and public administration working in the field of maritime spatial planning. Results and recommendations drawn by the author of this report do not necessarily reflect the views of each project partner. The author is solely responsible for the content of this report. Material included herein does not represent the opinion of the European Community, and the European Community is not responsible for any use that might be made of it.

2. Definitions, rationales and distinctions of stakeholder management in maritime spatial planning

2.1. Definitions

Stakeholder

Within academic research exists a broad phalanx of different definitions for the term *stakeholder* (Reed et al., 2009). Thus a clear and widely accepted stakeholder definition is still lacking (Achterkamp/Vos, 2008; Schlossberg/Shuford, 2005). This seems also to be true in a maritime spatial planning context. The analysis of the project partner's opinions shows that the term "stakeholder" is used in a very unspecific way and that it needs further elaboration. This report refrains from adding another theoretical definition of the term stakeholder and follows Ehlers's and Douvere's (Ehler/Douvere, 2009) understanding that stakeholders in MSP are those individuals, groups and/or organizations that:

- Are or will be affected by MSP decisions;
- Are dependent on the resources of the management area where MSP decisions will be taken;
- Have or make legal claims or obligations over areas and resources within the management area;
- Have special seasonal or geographic interests in the management area and
- Have a special interest in the management of the area.

Box 1: Definition "Stakeholders"

Stakeholders are *"individuals, or groups, or organisations, that are (or will be) affected, involved or interested (positively or negatively) by MSP measures or actions in various ways."*

Stakeholder Management

Stakeholder Management aims to *describe*, *understand*, *analyse* and *interact* with these individuals, groups and organisations mentioned above. The way stakeholder management is administered in general largely depends on the motivation behind it. Besides that a certain kind of information or consultation of the affected groups or individuals about a new plan is usually defined by law in democratic societies the way stakeholder management is run depends on how it is actually understood by public authorities, project officers and policy makers. Either it is understood as *compulsory task* with the aim not to constrain the planning process or to consume additional time and human resources. Or it is perceived *instrumentally* to overcome obstacles to the adoption of new technologies (or in this case a new MSP) by relevant user groups. Thirdly it could be perceived as a *normative task* emphasising the legitimacy of stakeholder involvement and empowerment in decision-making processes to legitimise decisions that are made, through the involvement of key and/or representative figures (Reed et al., 2009).

Stakeholder Involvement

In this report stakeholder involvement is defined as the *active participation of stakeholders in a maritime spatial planning process from an early stage on*. According to the International Association of Public Participation (IAP2, 2007) *to involve* means in this case the direct co-operation between the authority responsible for the MSP and the involved stakeholders throughout the planning process to ensure that the stakeholders concerns and aspirations are consistently reflected and considered. However, the responsibility for decision-making and finalization of the plan is retained by the proponent or the authority.

2.2. Reasons and rationales for stakeholder management in MSP processes

The basic idea behind stakeholder involvement is to get as many participating stakeholders as possible to acknowledge a certain kind of ownership and thus support and compliance to the respective MSP. It is widely anticipated that a well-run stakeholder participation process is likely to enhance credibility of the decision-making or planning process (e.g. CIVITAS Initiative, 2011; PlanCoast, 2008). The OECD distinguishes between three classes of effects, which may result from the application of consultation and participation techniques (OECD, 2004).

- Substantive effects: Better, more acceptable choices from the environmental, economic, and technical points of view
- Procedural effects: Better use of information; better conflict management; increased legitimacy of the decision making process
- Contextual effects: Better information to stakeholders and/or the public; improvement of strategic capacity of decision makers; reinforcement of democratic practices; increased confidence in institutional players

Box 2: Reasons to involve stakeholder in MSP according to IOC/2009/MG53.

- To encourage 'ownership' of the spatial plan, engender trust among stakeholders and decision-makers, and encourage voluntary compliance with rules and regulations;
- To gain a better understanding of the complexity (spatial, temporal, and other) of the marine management area;
- To gain a better understanding of the human influences on the management area;
- To deepen mutual and shared understanding about the problems and challenges in the management area;
- To gain a better understanding of underlying (often sector-orientated) desires, perceptions and interests that stimulate and /or prohibit the integration of policies in the management area;
- To generate new options and solutions that may not have been considered individually;
- To expand and diversify the capacity of the planning team, in particular through the inclusion of secondary and tertiary information (e.g. local knowledge and traditions)

2.3. Differences between stakeholder involvement on- and off-shore

The BaltSeaPlan partners were asked in the questionnaire mentioned in the introduction to assess 11 statements about the differences between on- and offshore planning processes in relation to stakeholder management. Additionally the partners had the opportunity to write freely about their experiences on that matter. According to the project partners the differences between offshore and onshore stakeholder management are largely determined by:

- The nature of stakeholders: In maritime spatial planning the participation of stakeholders is widely limited to associations, NGOs and public agencies to this point. Even though some partners have experienced the formation of ad hoc protest groups there are usually no so called NIMBY groups (NIMBY = Not in my back yard!), which are quite common to spatial planning process on land. Despite the fact that for the most stakeholders the evolvement of MSP is a relatively new thing the broad majority of the project partners made the experience that stakeholders involved in MSP processes are on average more professional than stakeholders involved in on-shore planning processes.
- The ownership status: Marine space is mostly in the public domain and the number of stakeholders is smaller compared to the number of stakeholders usually involved in spatial planning on land or in coastal zones. Instead of private owners or residents mainly mobile users are active in the respective marine area with their actual base in other places. According to the questionnaires results this seems to reduce the number of potential spatial conflicts. On the other hand this fact seems to complicate the identification and selection of stakeholders
- The dependence on international legal acts: Maritime spatial planning is far more associated to international legal acts than spatial planning on land. These international legal acts are in general less specific about how to run stakeholder management and give less information which stakeholders should be involved compared with a more detailed legislation regulating on-shore spatial planning. To address these shortcomings informal stakeholder activities could be used.
- The quality and quantity of information: Usually information about the respective marine area is poor or at least less detailed compared with the spatial knowledge, which exists for spatial planning on land. Moreover marine data is often scattered across different organisations and institutions and administrative levels. This shows how important it is for maritime spatial planning to involve a wide array of stakeholders who may add relevant information.
- The role of political influence and public attention: According to the project partner's experiences MSP processes can be as political as onshore planning processes. Political influence on the MSP process usually derives top-down from governments and ministries with different programmatic interests.

Tab 1: True or false? Differences between MSP and spatial planning on land or in coastal zones regarding stakeholder management (N = 10).

Statements	**True**	**False**
"There are no differences."	0	10
"There are usually no citizens involved in MSP process due to the areas remoteness."	9	1
"There are less stakeholders in MSP processes."	8	2
"The stakeholders in MSP processes are more professional"	8	2
"There is less media coverage/pressure about MSP processes."	7	3
"MSP processes are more complex due to the nature of the sea."	9	1
"MSP processes are less political."	0	10
"MSP processes are more rational and less emotional."	5	5
"There are no ad hoc protest groups in MSP processes."	6	4
"MSP need to be reviewed more often due to the dynamic changes of the sea."	5	5
"Conflicts of interest can be solved easier in MSP processes."	3	7

3. Formal and informal approaches to stakeholder involvement

3.1. Legal aspects

There are several conventions and legal acts on all governance levels (e.g. international, regional, national, sub-national) in place relevant for the participation of stakeholders regarding MSP processes.

International legislation and conventions

Public participation in environment and decision making processes linked to spatial planning matters is formalised in the *Aarhus Convention* on the Access to Information, Public Participation, in Decision Making and Access to Justice in Environmental Matters ratified 10 July 2001. For trans-boundary projects the Espoo Convention on Environmental Impact Assessment binds the signed parties to ensure public consultation and provide possibilities for making comments or objections on the proposed activity.

EU legislation

On EU level different directives constitute the right of information and participation in decision making with environmental impacts or spatial planning relevance. First and foremost these are the Directive on Public Participation in Environmental Procedures (2003/35/EC), the Directive on Environmental Impact Assessment (1997/11/EC), the Directive on the Assessment of the Effects of Certain Plans and Programmes on the Environment (2001/42/EC), the Directive on Public Access to Environmental Information and Repealing (2003/4/EC), Directive on Establishing Framework for Community Action in the Field of Water Policy (2000/60EC), Directive on Establishing Framework for Community Action in the Field of Marine Environmental Policy (Marine Strategy Framework Directive) (2008/56EC) and the Directive on Establishing an Infrastructure for Spatial Information in the European Community (INSPIRE) (2007/2/EC).

National legislation in the BSP partner states

In all BaltSeaPlan partner states national legislation on information and consultation is in place even though not necessarily directly aimed at Maritime Spatial Planning. The right of information about decisions is more strongly implemented in existing legislation than consultation or the involvement of stakeholders in decision-making processes. Usually the public administration is responsible for taking information and consultation measures if it comes to spatial planning. In some countries like Sweden or Poland for example stakeholder management can be commissioned also to NGOs. In this case the project partners experiences shows the necessity that the public authorities support the assigned body with resources and expertise. Tab. 2 shows examples of national legislation linked to stakeholder management in (maritime) spatial planning.

Tab. 2: Examples of national legislation linked to stakeholder management in (maritime) spatial planning.

Country	National legislation
Poland	Act on Access to Information on the Environment and Its Protection and on Environmental Impact Assessments For the BaltSeaPlan Pilot Plan also the proposal of the Act on Spatial Planning and Management was used.
Sweden	Marine Spatial Planning Act (forthcoming) Planning and Building Act Environmental Code for Participation in Environmental Impact Assessment
Germany	Environmental Impact Assessment Act (UVPG), Spatial Planning Law (ROG), state laws and directives on regional planning
Lithuania	Law on Territorial planning (12 December 1995m., No. I-1120); Law on the assessment of the impact of proposed economic activities on the environment (15 August 1996, No. I-1495)
Estonia	The Planning Act, The Environmental Impact and Environmental Management System

	Act, Public Information Act

3.2. Advantages of informal approaches to maritime spatial planning and stakeholder involvement

According to the analysis of the questionnaire distributed to the project partners the existing formal procedures seem not to be fully sufficient if it comes to maritime spatial planning. The majority of the project partners think that the existing formal procedures are insufficient to *prevent* or *solve potential conflicts* between stakeholders. Furthermore the majority of the project partner states that the existing formal procedures are insufficient to truly *involve* stakeholders in the planning processes and decision-making. On the other hand the majority of the partners agree to the statement that existing legislation and procedures are sufficient to *inform* the stakeholders about a spatial planning process.

To overcome these shortcomings informal planning activities and informal stakeholder involvement can be a fruitful addition. Informal is understood here as *procedures that are not specified by law but used in an ad-hoc and adaptive way related to the issues and stakeholders at hand*. Informal approaches enable planners to involve a wider range of interest groups to discuss spatial planning related issues in a more equal, deliberative and open way. Unfortunately practice shows too that these informal activities may come along with a lack of motivation of all participants and may lead even to frustration because results from such exercises usually do not lead to binding decisions.

However, if there is a widely shared lack of experiences with planning tools and the planning environment and/or the planning process takes place in a trans-boundary setting with different planning cultures informal approaches have distinct advantages. In these settings informal approaches to planning and stakeholder involvement:

- Give room for mutual learning in a more creative and less formalized environment and thus empower all participants through widening their knowledge base
- Make it easier to establish a first common understanding of the challenges and opportunities in a given marine area and the aims of the future maritime spatial plan
- Open and delineate room for future negotiations making it much easier in trans-boundary maritime spatial planning to come to compromises
- Allow the testing of forthcoming legislation
- Help to improve trustful relations among the responsible authorities, planners and stakeholders

Box 3: A project partners' statement about informal stakeholder activities

"In the Pilot Project Pomeranian Bight we had a very positive experience in a workshop with German stakeholders from several agencies and NGOs. We had an open dialogue, presentations of interests, plans and perspectives and discussed existing and potential conflicts. It was a very open and partly creative discussion aimed at the development of solutions. We need more time and more frequent gatherings – maybe an informal working group? – to be even more productive."

4. Five steps of Stakeholder Management in MSP processes

With few exceptions (e.g. PlanCoast project, BALANCE project) there is relatively little information about stakeholder involvement or at least stakeholder communication in trans-boundary maritime spatial planning. As soon as the BaltSeaPlan trans-national working group on stakeholder management set out to find best ways how to integrate stakeholder views and knowledge in the BaltSeaPlan pilot planning processes it became quite obvious that in the light of different stages of MSP implementation, different planning cultures, different administrative structures, different sets of stakeholders and different national/local challenges it would make not much sense to look for a "one size fits all" approach.

Thus the working group suggested to run national/local based stakeholder activities acknowledging the different national backgrounds and cultures instead of big international stakeholder conferences where it is always harder to get one's own points adequately discussed. Also the risk of non-participation of certain stakeholder groups due to language barriers and limited resources and time for travelling could be avoided in this way. To set the national/local activities in a pan-baltic context the partners agreed to exchange their experiences on a regular basis. Additionally the whole process was flanked by an international workshop series on MSP (see 4.4).

Notwithstanding the national differences, the assessment of how stakeholder activities were organized in the pilot planning processes showed some kind of a common underlying structure. Stakeholder management in the BaltSeaPlan framework included in principle five steps:

Step 1: Agreement on the stakeholder management approach ("What do we want?")

Step 2*:* Identification of potential stakeholders and stakeholder groups; ("Who should be informed/involved"?)

Step 3: Running a stakeholder typology ("How to learn more about the stakeholders?")

Step 4: Finding the right techniques and timing to interact with different stakeholder groups ("How to interact and when?")

Step 5: Evaluation of the process/activities ("How did it work?")

Tab. 3: Example: Drafting a maritime spatial plan and steps of stakeholder involvement in the pilot area Pomeranian Bight/Arkona Basin (BaltSeaPlan Report No. 9, 2012)

MSP in the pilot project	**Steps in stakeholder involvement**
Step 1: pre planning - Develop MSP work plan - Inform the authorities in charge and make sure they support the initiative - Delineate area where MSP is needed	Identify relevant stakeholders (stakeholder mapping)
Step 2: Context analysis and definition of aims and objectives for the pilot area - Define principles of MSP - Analysis of legal framework - Analysis of the existing visions and strategies on international, national, regional and local level	Plan stakeholder involvement: define who should be involved and when Contact stakeholders: inform them about planned MSP process and the detailed schedule
Step 3: Stocktake (mapping exercise) - Collect information on natural asstes	Obtain information from various stakeholders

and biodiversity - Socio-economic analysis - If needed production of new data, digitalization and harmonization of data - Cover different uses on separate layers	
Step 4: Conflict analysis - Matrix of current uses and natural conditions to identify the conflict hot spots	First stakeholder meeting: a professionally moderated workshop to discuss the different possible futures for the area. Follow-up on the results to the participants.
Step 5: Finding solutions - Build scenarios for specific issues - Delineate functional zones according to MSP priorities - Set preliminary targets and measures for each zone	Second stakeholder meeting: Discuss possible measures for each zone in small thematic groups. Discuss the environmental impact of each measure.
Step 6: Drafting the plan - Set the final targets, objectives and measures for each zone - Compile all ideas in a catalogue of measures (Management plan) - Finalise the draft plan in both graphic and descriptive part - Make final adjustments of the plan	Public hearing: present the draft MSP and SEA report to the authorities in charge of the MSP implementation.
Step 7: Implementation	Not part of the pilot project.
Step 8: Evaluation	Carried out during stakeholder process.

4.1. Agreeing on the right stakeholder management approach

In sum the assessment of the different stakeholder activities showed that in all but one pilot planning processes (no stakeholder activities in the Danish case) the project partners chose the stakeholder involvement approach. An approach, which seems to be a practical compromise compared with other approaches (see Box 4).

Like mentioned in the first chapter of this report stakeholder involvement is defined here as the *active participation of stakeholders in a maritime spatial planning process from an early stage on*. According to the International Association of Public Participation (IAP2, 2007) *to involve* means the direct co-operation between the authority responsible for the MSP and the involved stakeholders throughout the planning process to ensure that the stakeholders concerns and aspirations are consistently reflected and considered. However, the responsibility for decision-making and finalization of the plan is retained by the proponent or the authority.

Box 4: Stakeholder management approaches

- **Information approach:** The responsible authorities inform the stakeholders about a new maritime spatial plan. Stakeholders are not actively involved. Communication is one-way. There is no input from stakeholders to the plan.
- **Consultation approach:** The responsible authorities gather the stakeholders' view and attitudes about a (ready) plan mostly for internal assessments. Stakeholders are not actively involved. There is only indirect input from the stakeholders to the next plan.
- **Stakeholder involvement approach:** Stakeholders report problems and solutions. They are involved actively at an early planning stage and their inputs are likely to have a direct impact on the plan. Still pace and the general aim of the plan is administered top-down.
- **Stakeholder as partners approach:** The responsible authorities and the stakeholders are running the planning process on equal terms laid down in joint and binding agreements.
- **Stakeholder decision-making approach:** The stakeholders decide about the plan. Authorities have an advisory role and are legal facilitators.

4.2. Identification of potential stakeholders for MSP processes

How to identify relevant stakeholders is a fundamental problem of stakeholder management. Theoretically there is a difference between broader and narrower approaches to identify stakeholders. In practical reality limited resources, limited time and attention, and limited patience for dealing with external constraints leads mostly to a narrower approach (Mitchell et al., 1997). Within the BaltSeaPlan project the project partners used several ways of stakeholder identification.

- *Stakeholders usually formally involved in the process:* These stakeholders (e.g. representatives from ministries and other public authorities) were defined by the analysis of relevant legislation and the existing institutional framework and the assessment of political and administrative responsibilities for the project area on international, regional, national and local level;
- *Stakeholders linked to commercial and non-commercial activities in and around the project area:* These stakeholders have been identified through the stock take of sea uses and claims to the maritime space. Desktop-research, assessment of participants lists e.g. from offshore-industry conferences and exhibitions or EU Maritime Days and the snow-ball system (users identified by asking already identified stakeholders) were used for the identification of representatives of these activities and claims;
- *Stakeholders, which contribute to the public and/or to the scientific debated on all governance levels regarding the use of the maritime space and coastal space:* These stakeholders (e.g. politicians, NGOs, citizens groups) have been identified mainly through media content analysis, interdisciplinary science literature research and snowball-system.

This way numerous stakeholders emerged to be relevant for maritime spatial planning. Tab. 3 gives an overview which different stakeholder groups could be classified as beeing active in some way or another in the BaltSeaPlan framework and from which sectors they come from. Tab. 4 shows which stakeholder groups were involved in a BSP pilot MSP process. Tab. 5 shows a list of stakeholders from the development of Estonian Hiiumaa and Saaremaa draft plan.

Tab. 3: Stakeholder groups and sectors linked to maritime spatial planning in the BaltSeaPlan project

Groups:

01. Sector representatives (e.g. associations, unions etc.)
02. Micro-sized business representatives (headcount < 10)*
03. Medium-sized business representatives (headcount < 250)
04. Large-scale business representatives (headcount > 250)
05. Scientists
06. Micro-sized NGO representatives
07. Medium-sized NGO representatives
08. Large-scale NGO representatives
09. Elected officials (local)
10. Elected officials (national)
11. Public administration representatives (local)
12. Public administration representatives (national)
13. Public administration representatives (regional/intern.)
14. Leisure activists and Tourists
15. Coastal residents
16. General public

* According to Recommendation concerning the Definition of Micro, Small and Medium sized Enterprises (2003/361/EC)

Sectors:

A. Fisheries
B. Offshore-energy production
C. Sand and gravel
D. Cables and pipelines
E. Nature conservation and protection
F. Transport (including cruise-shipping and port development)
G. Tourism and Leisure
H. Military
I. Oil and gas extraction

Tab. 4: Stakeholder groups and sectors linked to maritime spatial planning in the BaltSeaPlan project

Stakeholders groups and sectors identified (Example from one BSP pilot planning process)
Fisheries, Sector representatives
Fisheries, Scientists
Fisheries, Administration representatives (national)
Offshore-energy production, Medium-sized business representatives
Sand & Gravel, Administration representatives (national)
Cables & Pipelines, Medium-sized business representatives
Cables & Pipelines, Administration representatives (national)
Nature Conservation, Scientists
Nature Conservation, Medium-sized NGO representatives
Nature Conservation, Administration representatives (local)
Nature Conservation, Administration representatives (national)
Transport/Cruise-shipping and Harbours, Large-scale business representatives
Transport/Cruise-shipping and Harbours, Administration representatives (national)
Tourism & Leisure, micro-sized business representatives
Tourism & Leisure, administration representatives (local)
Tourism & Leisure, Coastal residents
Tourism & Leisure, General public
Military, Administration representatives (national)
Oil & Gas extraction, Medium-sized business representatives
Oil & Gas extraction, Administration representatives (national)

Tab 5: Stakeholders involved in development of Estonian Hiiumaa and Saaremaa draft plan (BaltSeaPlan Report 14, 2012)

Local and county goverments situated in the pilot area	Hiiu County Government, Saare County Government
	Korgessaare and Emmaste municipalities
	Leisi, Mustjala and Kihelkonna municipalities
Ports and marine transport	Estonian Maritime Administration, EestiVäikesadamate Liit, Estonian Ports Association, Saaremaa Shipping Company Ltd., Port of Tallinn, Saarte Liinid Ltd.
Fishing	Estonian Fishermen's Association, Kaluritalude ühistu "KAKRI", MTÜ. Hiiukala, Hiiu Kalur, NGO Saarte Kalandus (NGO West-.-Estonian Islands Fisheries Partnership), Saaremaa Fishermen's Association
Wind energy	EstonianWind Power Association, Nelja Energia OÜ
Tourism and recreation	Hiiumaa Turismiliit NGO, Foundation Saaremaa Tourism, Panga Diving Resort, Saaremaa Pank OÜ, NGO West-Estonia Tourism, Estonian Windsurfing Association
Local development	NGO West-Estonian Islands Partnership, NGO Hiiumaa Cooperation Network, Foundation Tuuru
Mnistries/state authorities	Ministry of the Interior, Planning Department, Migration- and Border Policy Dep.
	Ministry of Defence
	Ministry of Economic Affairs and Communications
	Environmental Board
	Ministry of the Environment, Marine Environment Dep., Nature Conservation Dep., Fish Resources Dep.
	Environment Information Centre
	Ministry of Agriculture, Fishery Department

4.3. Running a stakeholder analysis in MSP

After the identification of stakeholders and classification of stakeholder groups stakeholder analysis shall help maritime spatial planners and stakeholder management officers to keep track on the different stakeholders' expectations and interests regarding the planning process and shall help to clarify which way is assumed to be the best way to interact with the stakeholders. Attitudes regarding MSP are as diverse as are human beings themselves. Box 5 shows only some stakeholder statements gathered throughout the different BaltSeaPlan pilot planning processes. Proponents of stakeholder analysis claim that a better understanding of the stakeholders' needs, expectations, attitudes and possible inputs to the planning process will most likely help to anticipate and react to opportunities, synergies, conflicts etc. at early stages and in a proper way and thus help to come to a better planning outcome. Running a stakeholder typology is not an end in itself and is only really necessary if there are several stakeholders involved and if information about the stakeholders' expectations and interests etc. is somewhat scarce.

Box 5: Stakeholder statements about MSP

- *"MSP helps to protect the ecosystem!"*
- *"I don't believe in the benefits of MSP for me. It's just more bureaucracy!"*
- *"The big companies will dominate the process!"*
- *"Why a plan? Everything works just fine right now!"*
- *"We want to be more involved in the MSP process!"*
- *"Business should be more involved in MSP!"*
- *"We need a more concrete MSP legislation!"*
- *"Thanks to MSP I am able to plan my business in a long time perspective!"*
- *"MSP is doomed because of lack of political interest in the process."*
- *"There should be more public involvement!"*
- *"MSP is important for national interests!"*
- *"MSP is just great! Finally I can plan my activities in a proper way!"*

What information is needed from the stakeholders for a stakeholder typology in MSP?

Various methods and approaches of stakeholder typology or respectively stakeholder analysis have been developed in different fields for different purposes, leading unfortunately to confusion over concepts and the way these activities should be organised in practice (Reed et al., 2009). While some ways of sorting and organising information about stakeholders seem to be too superficial other ways tend to be too complex and too specific and thus overloaded with all sorts of knowledge. Breaking it down for MSP purposes gathering the following information should be a good starting point:

- What attitude about MSP in general and about the willingness to spend resources to the respective planning process has the stakeholder or the stakeholder group?
- Which interests and expectations regarding the respective marine area drive the stakeholder?
- Does the stakeholder have valuable input (e.g. marine data, research facilities, technologies) which could be helpful for developing the MSP?
- How will the stakeholder probably be affected by the MSP?
- Has the stakeholder the resources to take part in the planning process?
- How is the stakeholders' work and communication organised?
- How experienced is the stakeholder with stakeholder involvement and maritime spatial planning?
- Has the stakeholder the power to make its voice and opinion heard in a planning process?
- What communication and involvement techniques are suitable for the stakeholder?

Gathering information about stakeholders

If the planning team is clear about what information to gather from the stakeholders the question is how to do it. The BaltSeaPlan project partners used a combination of different channels:

- Questionnaires
- Analysis of company websites, mission statements, business reports
- Analysing policies and programmatic interests
- Face-to-face contact
- Experiences with the stakeholder gained in former projects/co-operation

Refining the information

A common approach to refine the information is to design a matrix. However, the challenge is to find the right balance between a too superficial and a too complex way to pool and visualize the data. If there are numerous stakeholders it could be necessary to group those with common characteristics. Tab. 6 shows an example how to design a stakeholder typology matrix with different categories. In Tab. 7 these categories are explained in detail.

Tab. 6: Example of a stakeholder analysis matrix

Stakeholder group	Interest, expectations	Input	Network	Organisation	Resources	Willingness	Experience	Voice	Preferable techniques
Small sized NGO, nature conservation	- Protect certain species - Conflict with sand & gravel extraction	Knowledge about sightings of species x and habitats	University, local press						Local meetings, bi-lateral communi-cation, workshops

Tab 7: Description of stakeholder analysis categories and possible implications for stakeholder management

Category	Description	Possible implications for stakeholder management in the case of low rating
Interest, expectations	What interests and expectations do the stakeholders have regarding the respective MSP area?	- Low interest and expectations linked to the MSP results in no or less activity in the MSP process - Keeping these actors informed will be sufficient
Input	Data, experiences, traditions, reports provided by the stakeholders which could lead to a better understanding of ecological and social processes in the respective MSP area	- Not all stakeholders may have valuable input for the MSP process at the first glance. However they should be encouraged to share as much information and experiences as possible with the other participants
Network	How good is the stakeholder/stakeholder group linked to other stakeholders directly or indirectly relevant for the respective MSP	- Not all stakeholders are networking and thus may not have additional indirect resources and information as back up - Stakeholders should be encouraged to network and if possible pool resources to take actively part in the MSP process
Organisation	Describes the level of organization, clear organizational structure in place, advanced division of labour within the organizational	- Longer response time - There may be more than just one contact probably

	structure, regular meetings, clear communication structure	with different attitudes - May lead to delay and friction in the participation process
Resources	Describes the level of available resources like money, time and staff for involvement process	- Stakeholder may not take part in international conferences (travel costs) - Stakeholder may not attend all-day-meetings or meetings in general - Needs funding or adaption of communication/involvement techniques
Willingness	Describes the level of willingness to be involved, to participate, to negotiate and to spend resources on the stakeholder involvement process.	- Needs extra attention and ressources to reach buy-in - Gains of participation and risks of non-participation have to be communicated more exhaustive
Experience	Describes the level of experience regarding spatial planning processes and administrative procedures.	- Stakeholder may be unconfident - Needs extra information - Do not exhaust with technical/bureaucratic presentations - Give room for mutual learning
Voice	Describes the level of the ability to make one's own voice/position and the ability to reach one's own goals within a participation process/negotiation.	- Stakeholder may loose interest in the planning process

Test run in the BaltSeaPlan project

To test this matrix the project partners were asked to assess the stakeholder groups in their respective planning area using the categories Organisation, Resources, Willingness, Experience and Voice and to rate their "performance" in these categories from 1 (very high) to 5 (very low). For a better overview this scaling then was transcribed into a traffic light scheme 1-2 (green), 3 (yellow) and 4-5 (red). The outcome of this test run showed two things. First: Using the traffic light scheme stakeholder management officers will easily get a quick impression of what is needed the most to improve the stakeholder involvement in the respective MSP process. Second: Stakeholder groups differ (or at least the evaluation of their needs and strengths differs) from country to country and MSP area to MSP area. Which means that stakeholder management officers always have to take the plurality and diversity of stakeholders into account. There is no room for stereotype thinking and no short cut to a proper stakeholder analysis as fundament for a good stakeholder involvement in MSP.

4.4. Finding the right timing and techniques to interact with stakeholders in MSP

It is commonly stated that it is beneficiary to involve stakeholders right from the beginning of a MSP process and throughout the whole process including the evaluation to build up trust and commitment. Fig. 1 gives a good impression of this "stakeholder perspective".

Fig 1: The integrated MSP process (PlanCoast, 2008)

However, not all stakeholders may have the time or resources to be involved in every step of the planning process. In this case a good documentation and information policy is necessary not to loose contact to these stakeholders. Thus, if possible all stakeholders should somehow be actively involved in at least three phases of planning to facilitate a desirable result:

- *The initial phase:* Before preparation of the draft plan – in order to submit opinion and comments concerning the plan;
- *The phase of MSP development:* During the exposure and public discussion – in order to get acquainted with the draft plan and to meet one's interests in the plan;
- *The phase of drafting and approval:* In order to justify disputable issues.

The following Fig. 2 shows an excellent example from the Latvian pilot case how MSP activities can be scheduled, which roles the stakeholders represented and how the stakeholders contributed to the planning process (Fig. 3).

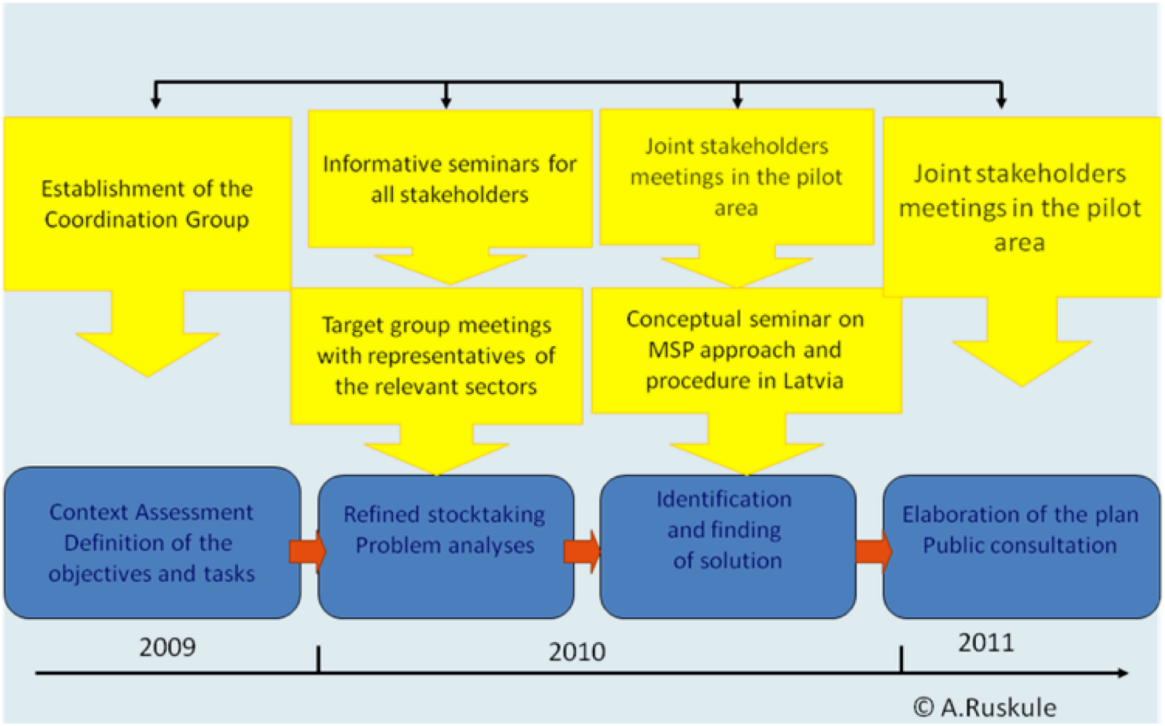

Fig. 2: The right timing - stakeholder involvement process in the Latvian pilot case

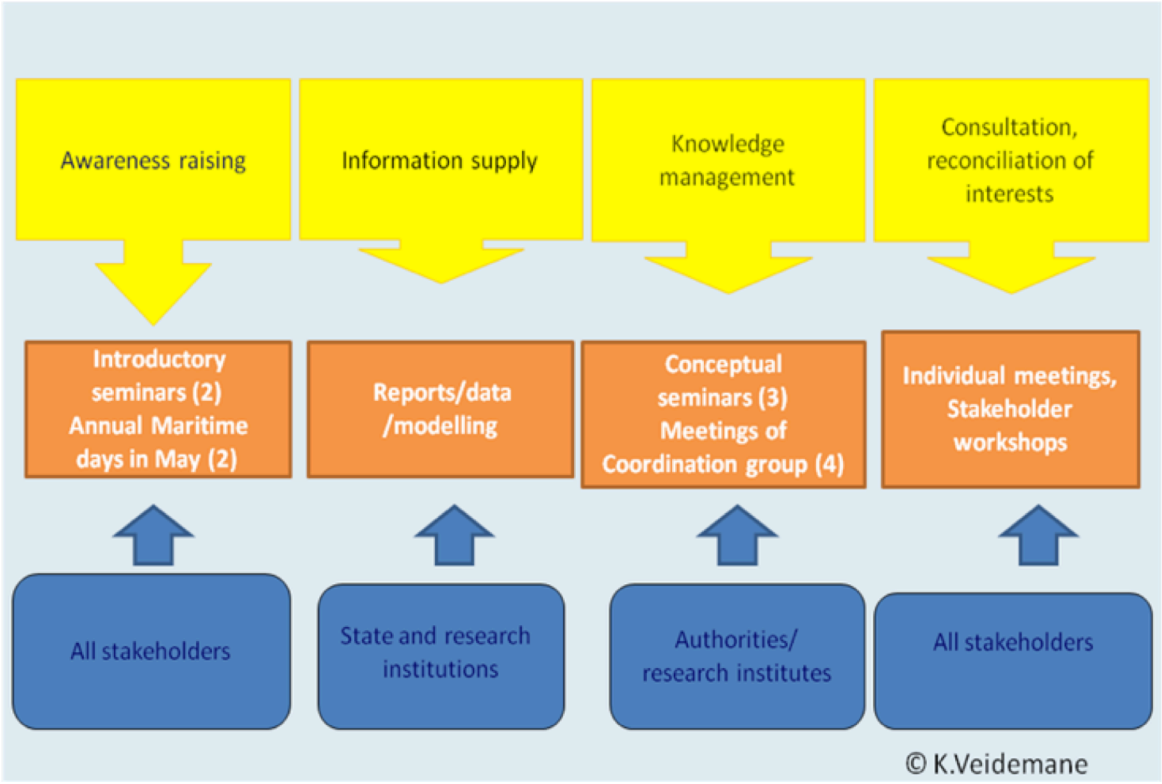

Fig. 3: Roles and contributions of the stakeholders to the Latvian MSP process

Techniques to interact with stakeholders

The techniques that will be suitable for a particular situation always depend on the stakeholders to be engaged, and the aims and objectives of the consultation (OECD, 2004). The assessment of the different stakeholder activities managed by the project partners shows that a mix of different techniques commonly linked to certain stakeholder management approaches was preferred by most of the partners. Tab. 8 gives an overview on the methods and tools of stakeholder management used within the BaltSeaPlan project.

Tab 8: Different stakeholder management approaches and techniques used in the BaltSeaPlan project

Information	Consultation	Involvement	Collaboration	Decision-delegation
- Fact sheets - Web sites - Open houses - Press releases - Information by post - Brochures - Exhibitions	- Public hearings - Focus groups - Surveys - Key persons interviews	- Scenario workshops Deliberative polling - Café Scientifique - Site visits & Excursions	-	-

Strikingly none of the used techniques of stakeholder management within BaltSeaPlan has proven insufficient.

For the sake of readability of this report not all techniques and tools will be described in detail. Instead three examples of stakeholder information and involvement, which can be recommended for future MSP processes, shall be presented in the following: The WWF easy-to-read brochure "Becoming a Maritime Spatialist within 10 Minutes." The "Café Scientifique Method" and the "BaltSeaPlan Workshop series on Maritime Spatial Planning and Maritime Governance".

Box 4: The "Café Scientifique approach" in the Lithuanian stakeholder involvement process

"Café Scientifique" is a discussion concept developed in France 1997 and currently popular across the world. Organized by different individuals, organisation and networks it provides an informal, friendly and democratic environment to discuss topical issues related but not limited to science. These events are free and open to everyone, take place in non-academic environment (café, restaurant, community space), have a speaker or two and a facilitator to keep the discussion flowing.

Evaluation

The Baltic Environmental Forum in Lithuania organized a series of Café Scientifique events in 2011 on issues like history of marine culture, development of off-shore wind and marine protected areas in the context of MSP. The informal setting of the event helps to appease the tensions between the conflicting sides and provides a forum for diversity of views on complex issues such as MSP. At the same time the discussion is kept on the ground by ridding it from professional jargon. By attracting various stakeholders invited personally and through mailing lists, Café Scientifique proved to be an effective way to educate the public, highlight existing conflicts and promote stakeholders by encouraging open expression of different views on MSP.

Box 5: BaltSeaPlan Workshop Series on MSP and Maritime Governance

Bringing stakeholders from different national states together can be a challenge especially if the stakeholders do not have the time or resources to participate on trans-boundary stakeholder meetings. Different languages and the different national situations may also hamper constructive discussions. The BaltSeaPlan Workshop Series on MSP and Maritime Governance developed by WWF Germany Baltic Sea Office aimed at the trans-boundary exchange of knowledge and experiences of different stakeholders and decision-makers regarding MSP by touring together with national and international MSP experts through different Baltic Sea Region states.

Evaluation

In cooperation with BaltSeaPlan partners like BEF Latvia and BEF Estonia and external organisations and public authorities WWF Germany Baltic Sea Office organised three all-day workshops in Latvia, Estonia and Finland in 2011. The workshops were organised in two thematic blocs linked through a panel discussion involving all participants. The first bloc addressed the national situation, conflicts, challenges and progress of MSP in each country. The second thematic bloc dealt with the development of MSP from the EU perspective, gave an insight to the common MSP work of VASAB and HELCOM and MSP experts (mainly from Sweden and Germany) presented how the administrative systems can adopt to MSP processes and how MSP developed in their own countries. On average 70 participants took part in each workshop.

The BaltSeaPlan workshop series on MSP and Maritime Governance linked national and trans-boundary experiences in MSP. © BEF Estonia

Box 6: The BaltSeaPlan WWF Comic "Become a Maritime Spatialist within 10 Minutes"

MSP is widely acknowledged as new and complex process. Thus good stakeholder management depends on the right communication. Shared interests, common challenges and the benefit of common solutions have to be presented in a clear and accessible way. WWF defined the essence of MSP and developed and produced the Cartoon "Become a Maritime Spatialist within 10 minutes" an easy to understand brochure both printed and for download: www.baltseaplan.eu.

Evaluation

First produced in German and English the comic soon proved to be a big success. Not only empowering a broader public through gaining knowledge about the increasing use of the sea space and the purpose of MSP, the comic and its catchy illustrations soon became used by experts, officials, politicians, teachers and scientists in all kinds of events and official documents (for example at the EU Maritime Day in Gdansk 2011). Up till know the comic is produced in seven languages and distributed to stakeholders on all levels from school kids to local fishermen to Members of the different national parliaments and ministers and Members of the European Parliament and the Commission. For the MSP Workshop Series 2011 and the final BaltSeaPlan conference 2012 WWF produced a short animated clip based on the comic which can be downloaded for conferences and teaching purposes. Last evaluation showed that approximately up to 100 websites linked to the comic or the clip.

Illustrations from the comic "Become a Spatialist in within 10 Minutes", ©WWF Germany

4.5: Evaluation of the stakeholder involvement in MSP processes

The evaluation of the stakeholder management is an important step in the whole process and should not be neglected. Be it a short ad hoc feedback round during a stakeholder meeting or an evaluation based on a survey after the process. The analysis of the stakeholders' feedback helps to improve the future interaction and to improve stakeholder management techniques. The results of the evaluation should be open to all participants. Due to the fact that implementation of the respective MSPs is not part of the overall BSP project the evaluation of stakeholder involvement in the pilot areas was carried out during the stakeholder meetings and mostly in a direct response method.

The overall impression of the project partners showed that most of the stakeholders acknowledged and welcomed the opportunity to take part in a pilot project on MSP. In most cases stakeholder involvement triggered the national discussion about the future of Maritime Spatial Planning in general and about the respective planning areas. In the framework of BaltSeaPlan the stakeholder involvement in Sweden and Denmark left room for improvement. Consultations in both countries were of limited nature either due to a lack of budgetary and time constraints (Denmark) or due to institutional/organizational changes (Sweden) (see BaltSeaPlan Report No. 9). In the Latvian pilot case on the other hand 17 stakeholder events were held during the BaltSeaPlan project and a core group of stakeholders took shape, which will continue the dialogue and the development of MSP. Comparable experiences have been gathered in Estonia (see BaltSeaPlan Report No. 14, 2012). In Poland, although not required by Polish law, the debate with stakeholders has been considered as crucial element of the planning process. Information gathered from stakeholders have been used intensively especially during the early planning phase (BaltSeaPlan Report No. 10, 2012). It was also stated that some stakeholders exaggerate the intensity of conflicting uses or withhold information (denial to reveal fishing grounds for example). Other stakeholders simply have no clear ideas about the future use of sea space. Stakeholder involvement in Germany was based on former experiences of the responsible authorities and users (e.g. offshore wind power, leisure sailing, sand and gravel extraction) for planning in the EEZ. The majority of stakeholders were already active in the respective planning area or close to the planning area. Thus the purpose of the stakeholder involvement in Germany was to identify and to confirm trends and developments and to give room for a more informal exchange of information and for an exchange of views on different scenarios regarding for example ship traffic (see. BaltSeaPlan Report No. 9). Even though not all stakeholders joined the meetings (e.g. ship owners) the attendance and interest was generally high.

5. Lessons learned and Recommendations

Spatial planning and development are strongly rooted in and restricted to the cultural contexts or traits of a society (Knieling/Othengrafen, 2009). This implicates that planners, planning systems and stakeholder management officers need to be responsive to difference, to be genuinely participatory and "to strive to create deliberative contexts that, as far as possible, minimise inequalities of power and knowledge" (Huxley 2000, cited after Knieling/Othengrafen, 2009). To find an overall structure how to run stakeholder management in cross-boarder projects, which is fitting all purposes, seems unrealistic. Still patterns of stakeholder involvement show a growing convergence. It is thus possible to draw up some lessons learned which apply to most pilot cases within the BaltSeaPlan framework.

5.1. Lessons learned from BaltSeaPlan project regarding stakeholder management

- Active stakeholders' involvement has proven to be efficient method for MSP development. It helps solving conflicts and creates ownership of a joint product.
- The stakeholders have shown great responsiveness and interest in the planning processes as well as readiness to contribute to further MSP development.
- It is beneficial to involve a wide array of stakeholders in maritime spatial planning. It creates mutual information exchange, increase of knowledge and acceptance.
- It is recommended to reach some kind of first understanding about the challenges and opportunities for the planning area right in the beginning! It is the fundament for further planning steps.
- The mix of national, local and international stakeholder activities has proven to be a good way to run stakeholder involvement in a trans-boundary setting. Language difficulties and different levels and scales of knowledge, action and (local, regional) interests are still a challenge for cross-boarder stakeholder activities.
- More detailed procedures of cross-boarder stakeholder involvement should be agreed.
- None of the used communication and involvement techniques has proven inappropriate. Workshops and all other forms of face-to-face communication are still best to build up trust and understanding.
- Stakeholder analysis (identification & typology) is a continuous management task. There is no short cut to stakeholder analysis and there is no static set of stakeholders. Stereotype thinking will limit the ability to reach common understanding.
- Stakeholders should be encouraged/empowered to join a more interlinked thinking between coast/EEZ interdependencies
- Stakeholders should be encouraged/empowered to formulate mid- and long-term goals regarding the future use of the planning area.

5.2. Further Practical Recommendations

Some of the further practical recommendations seem to be a no brainer. However the most sophisticated stakeholder management models for spatial planning may go down if management basics are not taken into account.

- Ensure commitment and support within the planning team to go for a true stakeholder involvement during the planning process. If not there is no way of getting the stakeholder involvement done in a satisfactory way.
- Assign at least one member of the planning team who has been designated to manage the stakeholder involvement during the whole planning process (if stakeholder management cannot be outsourced).
- Assign at least one well-informed substitute in case of sick leave or holidays.
- Make sure the team members in charge of the stakeholder involvement process have the necessary social skills (e.g. communicative, reliable, experienced, empathic) and know the challenges of MSP.
- Be sure that the costs for stakeholder events, invitations, information material are part of the overall budget.
- Be clear about what you want to get out of a stakeholder management process. This should then be clearly communicated to potential stakeholders, at the outset of the programme
- Have some kind of “information starter kit” including basic information about the outline of the planning process and information about the respective marine area at hand
- Draft a timeline and stick to it!
- Take extra effort in communicating the value of opinion exchange if it comes to informal procedures to raise motivation among the stakeholders
- Take good care of venues of the stakeholder meetings – they should be easy to reach by all interest groups
- Be aware that stakeholder analysis can be a very time and resource-consuming task - make sure you get additional support to do the necessary research on potential stakeholders
- Update your stakeholder database continuously

Bibliography

Achterkamp, M; Vos, J.F.J., 2008: "Investigating the use of stakeholder notion in project management literature, a meta-analysis", International Journal of Project Management, 26/2008 (749-757)

Cieslak, A.; et al (eds.): Compendium on Maritime Spatial Planning Systems in the Baltic Sea Region Countries. Gdansk: Maritime Institute Gdansk.

Clark, A. (edt.) 2011: Involving Stakeholders – Toolkit on organising successful consultations. CIVITAS Initiative.

Eastern Research Group Inc., 2010: Marine Spatial Planning Stakeholder Analysis. NOAA Coastal Service Center, Charleston.

Freeman, R.E., 1984. Strategic management: A stakeholder approach. Boston: Pitman Publishing.

International Association for Public Participation, 2007: IAP2 Spectrum of Public Participation. Online: www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf. Last accessed: 2012-01-08

Käppeler, B., Toben, S., Chmura, G., Walkowicz, S., Nole, N., Schmidt, P., Lamp, J., Göke, C., Mohn, C., 2012: Developing a Pilot Maritime Spatial Plan for the Pomeranian Bight and Arkona Basin. BaltSeaPlan Report No. 9.

Knieling, J., Othengrafen, F., 2009: Planning Cultures in Europe. Farnham: Ashgate.

Martin, G., Aps, R., Kopti, M., Kotta, J., Remmelgas, L., Kuris, M. (2012): Towards a Pilot Maritime Spatial Plan for the Saaremaa and Hiiumaa Islands. BaltSeaPlan Report No. 14.

Mitchell, R. K.; Agle, B. R.; Wood, D. J., 1997: "Toward a theory of stakeholder identification and salience – defining the principle of who and what really counts", The Academy of Management Review, Vol. 22, No. 4, pp. 853-886.

Moura, H. M.; Teixeira, J. C., 2010: Managing Stakeholder Conflicts. In: Chinyio, E.; Olomolaiye, P. (Eds.), 2010: Construction Stakeholder Management. Oxford: Wiley Blackwell.

OECD, 2001: Citizens as partners – OECD Handbook on information, consultation and public participation in policy making. OECD Publications.

OECD, 2004: Stakeholder Involvement Techniques – Short guide and annotated bibliography. NEA No. 5418.

Oxley Green, A.; Hunton-Clarke, L., 2003: "A typology of stakeholder participation for company environmental decision-making", Business Strategy and the Environment, No. 12/2003, pp. 292-299.

Reed, M. S., 2009: “Who’s in and why? A typology of stakeholder analysis methods for natural resource management”, Journal of Environmental Management, No. 90/2009, pp. 1933-1949.

Roloff, J., 2008: “Learning from Multi-Stakeholder Networks – Issue focussed stakeholder management”, Journal of Business Ethics, No. 82, pp. 233-250.

Schlossberg, M; Shuford, E., 2005: “Delineating ‘Public’ and ‘Participation’ in PPGIS”, Journal of the Urban and Regional Information Systems Association, Vol. 16, No. 2.

Zaucha, J., Matczak, M. (2012): Developing a Pilot Maritime Spatial Plan for the Southern Middle Bank. BaltSeaPlan Report No. 10.

The BaltSeaPlan project in general

Activities

BaltSeaPlan activities were designed to support all major aspects of maritime spatial planning within the Baltic Sea region:

> Improving the joint information base / stocktaking for maritime spatial planning:

A forum for dialogue bringing together spatial planners and scientists and identify sources of data / information. Compiling current uses, conflicts and natural values of the Baltic Sea. Filling data gaps, exchange of data, improve integration of ecological and socio-economic data sets, identify relevant modelling methods, clarify MSP data needs.

> Including Spatial Planning in National Maritime Strategies

Assessment of national frameworks, methodologies and sectoral strategies that influence the use of sea space (e.g. energy, fishery, transport, tourism, as well as nature conservation)

Developing recommendations on spatial issues within National Maritime Strategies.

Exploiting the visions to foster a national cross-sectoral debate, discussing goals & targets for dealing with space and filling gaps in national sectoral policies & strategies

> Develop a Vision for Maritime Spatial Planning in the Baltic Sea 2030

taking into account transnational interdependencies and cumulative impacts

initiate a Baltic Sea region wide campaign as to discuss the BaltSeaPlan Vision 2030

> Demonstrate MSP in 8 pilot areas

- Danish Straights / T-Route (DK)
- Pomeranian Bight (DE/DK/SE/PL)
- Western Gulf of Gdansk (PL)
- Middle Bank (SE/PL)
- Lithuanian Sea (LT)
- Latvian Sea (LV)
- Pärnu Bay (EE)
- Hiiumaa and Saaremaa Islands (EE)

> Lobbying and capacity building for MSP

- stakeholder involvement & participative planning methods
- BaltSeaPlan series of guidelines & policy recommendations
- workshops & conferences for decision-makers

Partners

Germany

- Federal Maritime and Hydrographic Agency (BSH), Lead Partner
- Ministry of Energy, Infrastructure and Regional Development of Mecklenburg-Vorpommern
- WWF Germany, Baltic Sea Unit

Poland

- Maritime Office in Szczecin
- Maritime Office in Gdynia
- Maritime Institute in Gdańsk

Denmark

- Department of Bioscience, Aarhus University (formerly National Environmental Research Institute – NERI)

Sweden

- Royal Institute of Technology (KTH)
- Swedish Environmental Protection Agency

Estonia

- Estonian Marine Institute of University of Tartu
- Baltic Environmental Forum Estonia

Lithuania

- Klaipėda University Coastal Research and Planning Institute (CORPI)
- Baltic Environmental Forum Lithuania

Latvia

- Baltic Environmental Forum Latvia

BaltSeaPlan Publications

- BaltSeaPlan Findings
- BaltSeaPlan Vision 2030 – Towards the sustainable planning of Baltic Sea space
- Become a Maritime Spatialist within 10 Minutes (EN, DE, LV, LT, PL, EE)
- BaltSeaPlan Bulletin #1
- BaltSeaPlan Bulletin #2
- BaltSeaPlan Project Flyer (EN, DE, LV, LT, PL, EE, SE)

BaltSeaPlan Reports

Impact Assessments

1 - Strategies with relevance for Estonian maritime space
2 - Strategies with relevance for German maritime space
3 - Strategies with relevance for Latvian maritime space
4 - Strategies with relevance for Lithuanian maritime space
5 - Strategies with relevance for Polish maritime space
6 - Strategies with relevance for Russian maritime space
7 - Strategies with relevance for Swedish maritime space
8 - Implications of the international and national policy context for Baltic Sea space and MSP

Pilot MSP reports

9 - Developing a Pilot MSP for the Pomeranian Bight and Arkona Basin
10 - Developing a Pilot MSP for the Middle Bank
11 - Developing a Pilot SEA for the Western Gulf of Gdansk
12 - Preparing for a MSP at the Danish Straits
13 - Towards a Pilot MSP for the Pärnu Bay
14 - Towards a Pilot MSP for the Saaremaa and Hiiumaa Islands
15 - Towards a Pilot MSP for the Lithuanian Sea
16 - Developing a Pilot MSP for the Western Coast of Latvia

MSPs and SEA

17 - Pilot MSP for the Western Coast of Latvia (LV)
18 - SEA for the Western Gulf of Gdansk (PL)

Technical reports

19 - Modelling for MSP – Tools, concepts, applications
20 - Data exchange structure for MSP
21 - Effects of underwater noise on harbour porpoises around major shipping lanes
22 - Remote sensing methods for detecting small fishing vessels and fishing gear
23 - Legal and planning options for integrating fisheries into Maritime Spatial Planning
24 - Stakeholder Involvement in MSP
25 - SEA in MSP: Recommendations from the German and Polish experience
26 - Fisheries in the MSP context
27 - Seabed and habitat mapping in the Hatter Barn area
28 - BaltSeaPlan Web-advanced tool in support of MSP
29 - Case Study: Systematic site selection for offshore windpower with Marxan in the pilot area Pomeranian Bight
30 - Case Study: Site selection of fisheries areas for MSP
31 - Recommendations for legislative action regarding the MSP in Europe

Maritime Spatial Planning (MSP) has become a widely acknowledged and necessary tool for co-ordinating spatial use and balancing of interests in the sea. In view of expanding activities such as offshore wind energy parks and growing shipping traffic and at the same time increasing needs to protect the marine environment a systematic, integrative and forward-looking planning is required in order to safeguard the sustainable development of the seas. Currently, however, this tool is far from being established practice.

The 3.7 million € INTERREG IVB project "BaltSeaPlan" (2009–2012) has been the largest project in recent years dealing with maritime spatial planning throughout the Baltic Sea Region. Under the lead of the German Federal Maritime and Hydrographic Agency (BSH) and covering partners from all Baltic Sea countries (except Finland) the project has not only developed pilots in 8 demonstration areas, but also advanced methods, instruments & tools as well as data exchange necessary for an effective maritime spatial planning.

The results of BaltSeaPlan are published in a series of reports all available for free download under www.baltseaplan.eu.

The BaltSeaPlan Report N° 24 - Stakeholder Involvement in Maritime Spatial Planning aims to help to bridge the gap between stakeholder management theory and practice by showing and discussing the methods / tools and experience gained by BaltSeaPlan partners then dealing with stakeholders in MSP. On this basis the report provides recommendations, guidance and inspiration for stakeholder management of future MSP processes, while at the same time showing that there is not something like a "one size fits all" approach or solution.

Baltic Sea Region
Programme 2007–2013

Project part-financed by the European Union
(European Regional Development Fund)

ISBN 978-3-86987-420-3