



VICEPRESIDENCIA  
CUARTA DEL GOBIERNO  
MINISTERIO  
PARA LA TRANSICIÓN ECOLÓGICA  
Y EL RETO DEMOGRÁFICO



~~~~~ LIFE IP PROJECT ~~~~~

# INTERMARES

LIFE e-Natura2000.edu. Engaging Stakeholders for  
Marine Conservation. Course III  
March 25, 2020, E-learning



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# LIFE IP INTEMARES

## Outline of the presentation

### Brief introduction: why is INTEMARES a integrated project?

- Objectives, geographical scope, integration pillars, PAF

### Setting up the basis of a new model of cooperation and governance, how do we engage stakeholders?

- Identifying key actors
- Tools and processes according to the stakeholders' needs

### 3 Case-studies . What examples are working?

- Elaboration of Capacity Building Strategy
- Design and implementation of a mechanism to improve funding of the marine Natura 2000 Network
- Enhancing coordination between public administrations

### Challenges, lessons learned and next steps



# Why is LIFE INTEMARES an integrated project?

LIFE IP INTEMARES PROJECT

OBJECTIVE AND PROGRAMME OF ACTIONS

Integrated project in terms of funding,  
policies and stakeholders

Duration: 2017 – 2024, Budget: 49,8 M€

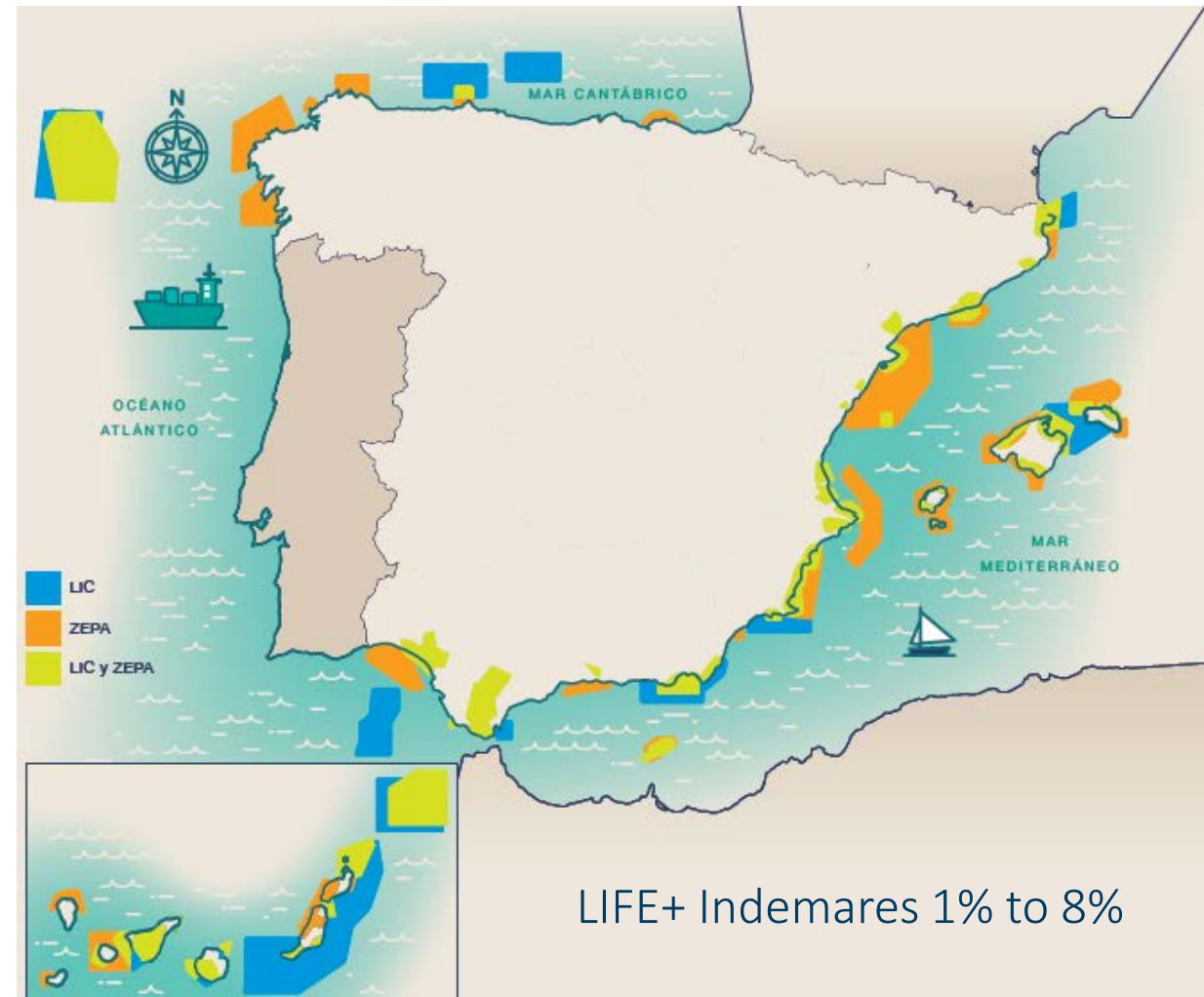
## Objective

Effective, innovative and integrated management of the protected areas of the Natura 2000 network, with the active participation of the sectors involved and research as basic tools for decision-making

## Programme of actions (PAF)



Spanish marine Natura 2000 Network: 273 sites, 8.5 million hectares of the Spanish seas



# How do we engage stakeholders?

LIFE IP INTEMARES PROJECT  
IDENTIFYING KEY ACTORS

Integrated project in terms of funding, policies and stakeholders

## FUNDING

- LIFE
- European Maritime and Fisheries Fund
- European Social Fund
- Calls for proposals
- Private funds.

Beneficiaries

Public consultations

Support letters

Society

## STAKEHOLDERS

**INTE**  **ARES**

- Administrations
- Fisheries
- Tourism
- Energy
- Maritime traffic
- Naval
- NGOs
- Scientific community
- Citizens,
- .....

## POLICIES

- Habitats & Birds Directives
- Marine Strategy Framework Directive
- Directive on Maritime Spatial Planning.
- OSPAR Convention
- Barcelona Convention
- EU Common Fishery Policy
- European 2020 Strategy
- Convention on Biological Diversity

Partners

Public bodies

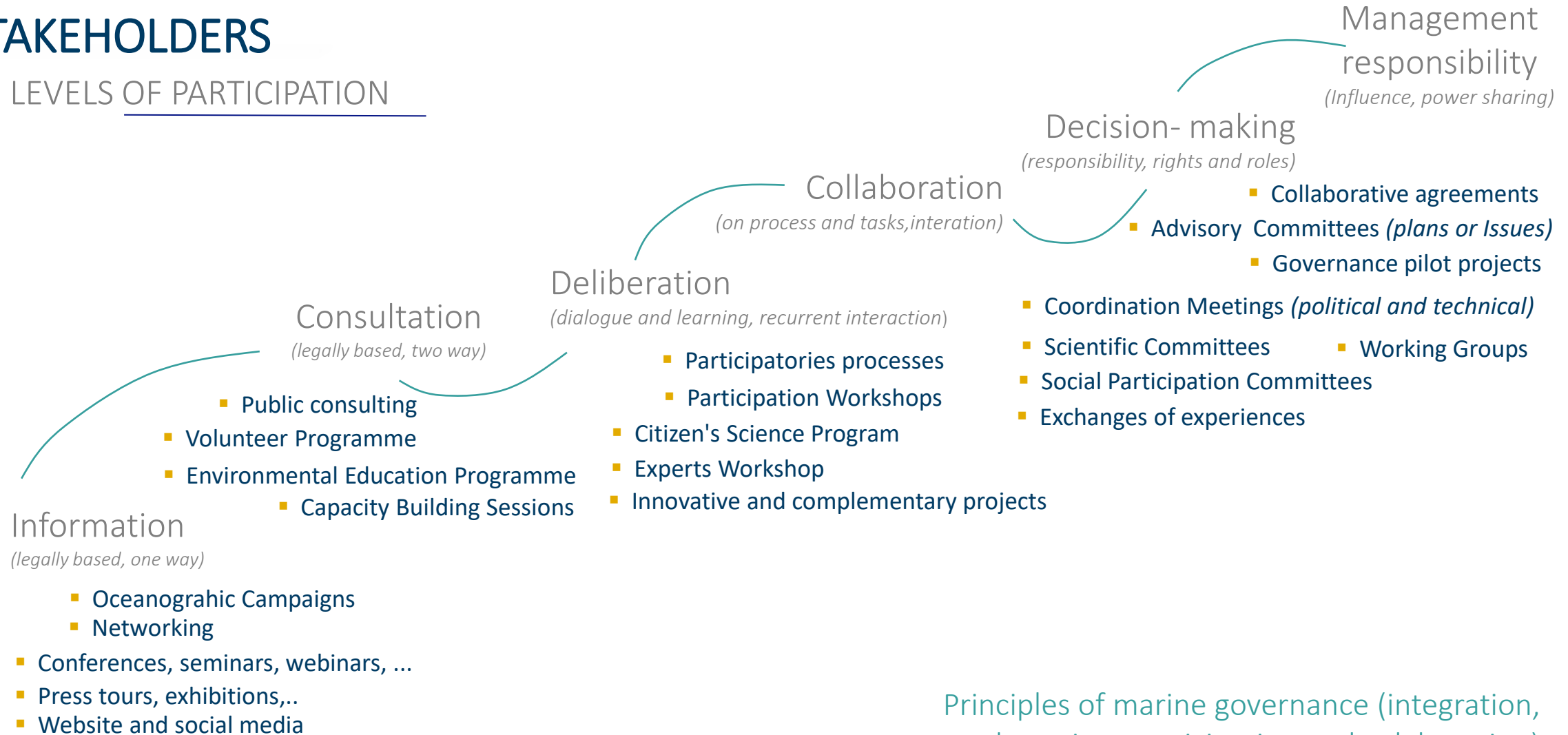
Private sector

Third sector

# How do we engage stakeholders?

## STAKEHOLDERS

### LEVELS OF PARTICIPATION



Principles of marine governance (integration, adaptation, participation and collaboration)

# How do we engage stakeholders?

## A SHARED STRATEGIC VIEW

- Partner consensus; vision for the future
- Involve them from the beginning, when all options are open
- Interests instead of positions
- Be inclusive, listen and honest about your views
- Sharing information and transparency of decisions
- Collaborative management is a fluid process
- Needs invest time and resources

## SOME PARTICIPATORY TOOLS

- Power and interest matrix; Snowball sampling
- Timing and location; No fatigue; particular agenda
- Problem solving; pressures and impacts
- Facilitation guide; negotiation skills, hybrid solutions
- Document everything (agreement and disagreement)
- Satisfaction survey panel
- Feedback or return: workshop reports for participants

# STAKEHOLDERS INTEMARES

## TPOLOGY AND ROLES OF RELEVANTS

- Extractor / inputters (industry, of fish, water space,...)
- Regulators (ministry, competente authority)
- Beneficiaries /ecological services (society, tourism and leisure)
- Affectes / Impact on human welfare (economic lost,...)
- Influencers (politician, NGO, conservationists, media university, educators,expert grups,...)

## DESIGNING MULTI STAKEHOLKERS PROCESSES

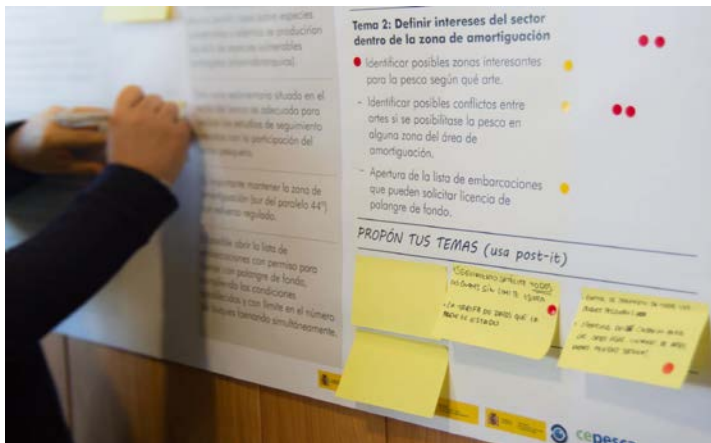
- A mediation view; dealing with emotions and resolving conflicts
- Building capacity and connect stakeholders
- Identifying common ground. It's NOT about winning-losing
- Built mutual trust, even between different views
- Manage expectations and excute agreement in practise
- Co-design solutions and monitoring protocols of a plan
- Is an on going- process: learning from mistakes

# What examples are working on?

PROYECTO LIFE IP INTEMARES  
3 CASE-STUDIES

## A

Elaboration of Capacity Building Strategy



## B

Design and implementation of a mechanism for financing the marine Natura 2000 Network



## C

Enhancing coordination between public administrations



# What examples are working?



PROYECTO LIFE IP INTEMARES

## Participatory process in order to develop Capacity Building Strategy (Coordinated by WWF Spain and Biodiversity Foundation)



- **Stakeholder Analysis; Power and Interest Matrix to map out.** More than 2000 individuals and/or entities.
- **Collective Intelligence (CI) Methodology** was implemented during the participatory consultation process. **335 barriers and 246 needs have been identified** that will help to overcome the barriers and difficulties encountered and satisfy the needs detected.
- **Paper for the participation techniques** (agenda, facilitation guide, reports for participants,...) **More than 250 people** from different sectors involved in order to carry out the action plan.







## Elaboration of a Capacity Building Strategy

- **6 Topic areas** (Governance, Applied Management, Education and Awareness, Communication and Information, Key Skills, Foundations and Entrepreneurship).
- **21 Education and Training programmes.**
- **Action Plan** featuring 93 actions that will be implemented in various phases.



# What examples are working on?

| 1st Implementation Phase<br>2019-2020                                                                                                               | 2nd Implementation Phase<br>2021-2022                                                                                               | 3rd Implementation Phase<br>2023-2024+                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| 1. Training programme to increase participation and coordination and achieve a better governance of the marine Natura 2000 Network.                 | 3. Capacity programme in the marine Natura 2000 Network regulations and their application, integrating the principle of governance. | 12. Capacity programme in new technologies for the Natura 2000 marine Network management. |
| 2. Training programme in mediation and conflict resolution for environmental, economic and social sustainability in the marine Natura 2000 Network. | 5. Training programme in public affairs and government relations.                                                                   | 17. Capacity programme in the Natura 2000 marine Network branding management.             |
| 4. Training programme in marine custody and co-management.                                                                                          | 9. Capacity programme in impact relief measures.                                                                                    | 18. Capacity programme in information outreach management.                                |
| 6. Experience Exchange programme in marine Natura 2000 Network management.                                                                          | 10. Capacity programme on project formulation and resource acquisition.                                                             |                                                                                           |
| 7. Specific training program in efficient management of the marine Natura 2000 Network.                                                             | 11. Capacity programme in ecological recovery of the marine Natura 2000 Network.                                                    |                                                                                           |
| 8. Programme on research integration for the marine Natura 2000 Network management.                                                                 | 13. Capacity programme on the marine Natura 2000 Network integrated in formal and informal education.                               |                                                                                           |
| 16. Marine Natura 2000 Network communication training programme.                                                                                    | 14. Capacity programme for guides/interpreters of the marine Natura 2000 Network.                                                   |                                                                                           |
| 19. Training programme in the marine Natura 2000 network mixed/key skills.                                                                          | 15. Capacity programme in citizen science.                                                                                          |                                                                                           |
| 20. Training programme in the foundations of the marine Natura 2000 Network.                                                                        | 21. Training programme in undertaking the marine Natura 2000 Network.                                                               |                                                                                           |

Figure 4. Framework for the Implementation Plan for the Capacity Building Strategy programmes.



## Design and implementation of a mechanism for financing the marine Natura 2000 Network.

The development of the PAF in Spain identified both an underuse of funds for financing the Natura 2000 network and new funding. Specifically, the Structural Funds that can finance marine Natura 2000 :

- The **European Maritime and Fisheries Fund (EMFF)** to finance measures aimed at promoting sustainable fisheries and aquaculture.
- The **European Social Fund (ESF)** to finance small-scale local employment and business development initiatives related to natural values; training to improve professional skills and the creation of new jobs.

| FUNDER                                      | AMOUNT (€)        |
|---------------------------------------------|-------------------|
| European Social Fund (ESF)                  | 10.300.000        |
| European Maritime and Fisheries Fund (EMFF) | 11.000.000        |
| Biodiversity Foundation (BF)                | 1.200.000         |
| <b>TOTAL</b>                                | <b>22.500.000</b> |

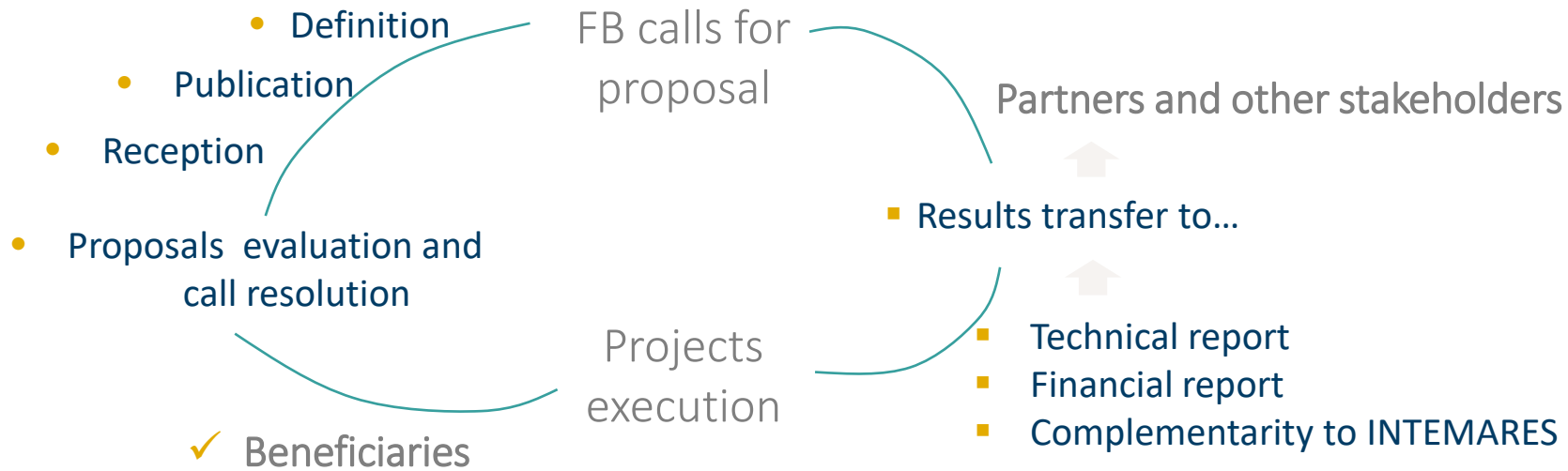


# What examples are working on?

B

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## Design and implementation of a mechanism to improve funding for the marine Natura 2000 Network.



17 calls 212 projects

Programa Empleaverde Programme. ESF

Pleamar Programme. EMFF

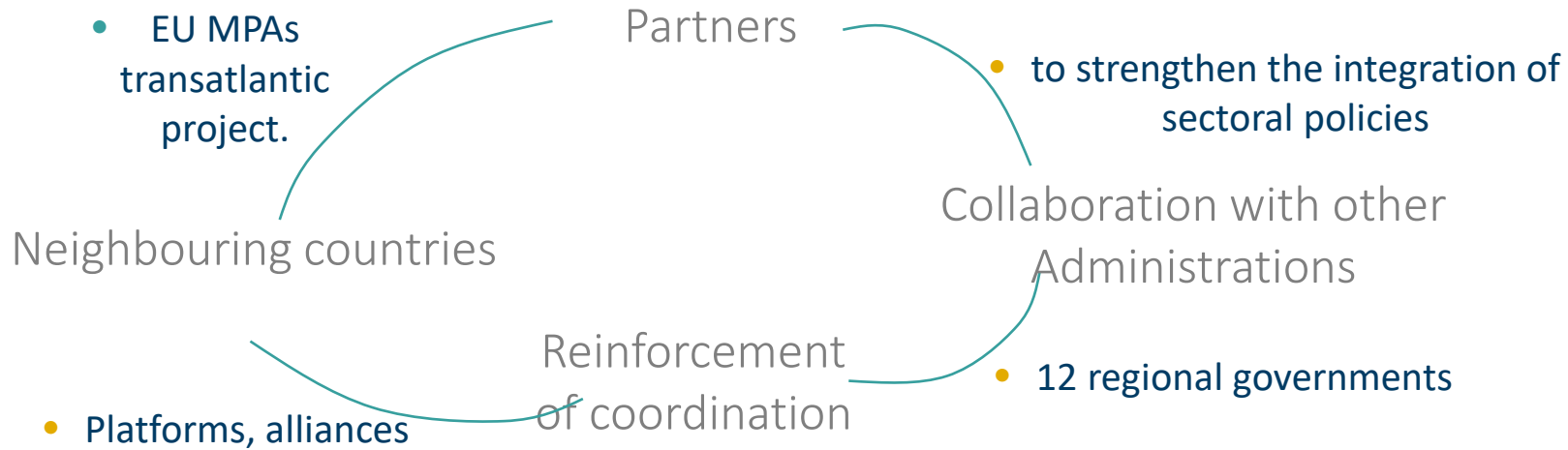
Marine Biodiversity and Climate Change





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## Enhancing coordination and collaboration among public administrations



- **The inclusion of the Andalusian Government as INTEMARES** associated beneficiary in the next project phases is also an outstanding result of this reinforced collaboration.
- **Increasing the participatory culture**, designing adaptive and local participative processes (Governance Strategy, Marine Protected Areas Network Master Plan, management plans, ...)
- Implementing **governance pilot projects and agreements** among local, regional and national governments.



# Challenges, lessons learned and next steps

## New processes for the engagement of stakeholders

- Development of a **multi stakeholders marine mapping**.
- Design of a **new methodology for social participation** that could get a collaborative strategic view:
  - Addressing common values, objectives and problems; convergence of needs and interests of the different actors involved, sometimes in conflict.
  - Carrying out a stakeholder analysis by marine subregions and getting consensus on all phases and moments of the participatory process between partners and collaborators.
  - Facilitating multi-actor forums where users participate in decision making. Understanding and taking care of the quality of the relationships, the structural dimension and social identity.
  - Taking advantage of local knowledge and disseminating scientific knowledge in the numerous participatory workshops designed.
  - Providing capacity building on needs and expectations between managers and users of the sea.
  - Increasing the participatory culture, designing adaptive and local participative processes.





## Next steps

- **Implementation of the training strategy** in collaboration with different stakeholders (public administration, conservation NGO, ship-owners, associations,...)
- **79 New management plans** through participatory processes.
- Implementation of different governance **models in pilot sites.**
- **Design of new processes** for the elaboration of participative fishing management plans, together with the recreational and professional sector.
- Production of **best practice guidelines** in participatory process in marine Natura 2000.

Almost **4,200 participants**, more than **800 entities** involved and **200 spaces** for participation.

## Some references and links

- **Capacity Building Strategy in Intemares.** Juanita Zorrilla Pujana, Alba Tojeiro Formoso, Carla A. Chicote. Submon 2019. <https://intemares.es/estrategia-capacitacion-Red-Natura-2000-marina>
- **A Typology of Stakeholders and Guidelines for Engagement in Transdisciplinary, Participatory Processes.** Newton A. 2016. *Front. Mar. Sci.*, 16 November 2016. <https://www.frontiersin.org/articles/10.3389/fmars.2016.00230/full>
- **Towards sustainability of marine governance:** Challenges and enablers for stakeholder integration in transboundary marine spatial planning in the Baltic Sea. Morf A. *et. al.* 2019. <https://www.sciencedirect.com/>
- **Stakeholder Engagement.** Participatory aproachs for the planninf and development of marina proteted areas. Whaton A. *et. al.* 2013. [http://awsassets.panda.org/downloads/stakeholder\\_engagement.pdf](http://awsassets.panda.org/downloads/stakeholder_engagement.pdf)
- **Maritime/Marine Spatial Planning processes** <http://www.mspglobal2030.org/>
- **Herramientas para la comunicación y la participación social en la gestión de la red Natura 2000.** Europarc. [http://www.redeuroparc.org/system/files/shared/manual\\_4.pdf](http://www.redeuroparc.org/system/files/shared/manual_4.pdf)
- **Guidelines for the detection of good practices in participatory processes.** International Observatory on Participatory Democracy <https://www.oidp.net/docs/repo/doc599.pdf>

## Intemares video

<https://www.youtube.com/watch?v=ViEonmndo2Kk>



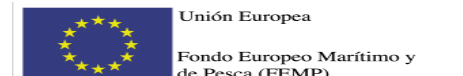
# THANKS FOR YOUR ATTENTION

LIFE IP PAF INTEMARES

INTEGRATED, INNOVATIVE AND PARTICIPATORY MANAGEMENT OF THE NATURA 2000 NETWORK IN THE SPANISH MARINE ENVIRONMENT



WITH THE FINANCIAL SUPPORT OF THE LIFE PROGRAMME OF THE EUROPEAN UNION



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