Inception Report

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Title

Inception Report - Project OURCOAST

Abstract

OURCOAST is a three-year project commissioned by the General Directorate (DG) Environment of the European Commission to support and ensure the exchange of experiences and best practices in coastal management. The overall objective of OURCOAST is to create an information base and groundwork that will further support implementation of ICZM in coastal areas by the establishment of long-lasting information mechanisms that promotes the sharing of experiences and practices throughout Europe. Through OURCOAST, the European Commission will share and make accessible to those who are seeking sustainable solutions to their management practices, the available ICZM experiences and practices throughout Europe.

In this Inception Report, a detailed timetable for the implementation of the Contract is given. It specifies in detail the tasks of the project and the various work activities.

References

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Prefatory note

This Inception Report describes in detail all the work activities that are foreseen in the Project. A few choices that are made and reported in this Inception Report are of particular importance for the Project. These are:

1. The selection of eight Themes which are representative of overall Commission policy objectives and which embrace many of the Key Approaches required for good governance. The selected themes are presented in Section 2.1.

2. The selection of Key Approaches, for a meaningful and structured analysis. The collected cases will be examined by considering these Key Approaches. The analysis will show how the Key Approaches (or Tools) made the specific cases to a success (or not). A non-exhaustive list of Key Approaches / Tools that will be considered in this Project is listed in Section 2.1 as well.

3. The diversity of languages around Europe is considered one of the important impediments to implement a unified policy of ICZM in the Coastal Member States in Europe. Since dissemination of Project results is one of the main activities in this Project, multi-linguality is important. Section 3.2 lists ten languages that have been selected for use in this Project. Which languages are used in the various items of Project Dissemination is shown in Section 7.3.

4. The project further aims to develop guidance for well-defined target audiences. These are listed in Section 6.2.

The structure of the Project, including the interconnectivity of the different Work Packages is shown in Figure 2, and described in Section 1.4.
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1. Introduction

1.1 Rationale

Integrated Coastal Zone Management (ICZM) is a planning and coordinating process by which decisions are made for the sustainable use, development and protection of coastal and marine areas and resources. It addresses all three dimensions of sustainability: socio/cultural, environmental and economic (People, Planet, Profit). ICZM emphasizes coordination of policies, sectors, management concerns, development objectives, stakeholders and individual interests.

European coasts are densely populated and spread over a number of countries which are very diverse regarding administrative regulations and approaches to planning and management of the coastal areas, as well as experience in implementing the regulations. High anthropological impact impeded big changes leading to deterioration of the European coastal zone.

Since 1996, the European Commission (EC) has been working to identify and promote measures to remedy deterioration and to improve the overall situation in the European coastal zones.

From 1996 to 1999, the EC operated a Demonstration Programme on ICZM designed around a series of 35 demonstration projects and 6 thematic studies, located in a wide variety of natural, socio-economic and cultural settings. This programme aimed to provide technical information about sustainable coastal zone management and to indicate how to stimulate a broad debate among the various actors involved in the planning, management and use of the European coastal zones. The programme was intended to lead to a consensus regarding the measure necessary in order to stimulate ICZM in Europe.

In 2000, based on the experiences and outputs of the Demonstration Programme, the Commission adopted two important documents. The first one was a EC Communication “ICZM: A Strategy for Europe“. This document aimed to explain how the EC is going to promote ICZM through the use of Community instruments and programmes. The second document was a set of Recommendations concerning the implementation of ICZM, adopted by Council and Parliament in 2002.

The Recommendations outlined steps which the Member States should take to develop national strategies for ICZM, importantly by involving all coastal stakeholders. To support the implementation of the ICZM Recommendation, the Commission facilitated an Expert Group, which held its first meeting in 2002. In addition, the Working Group on ICZM Indicators and Data was set up. This group has established two sets of indicators, one aimed to measure progress in ICZM, the other measuring sustainability.

In the next years, 2006-2007, the EC reviewed the experience with the implementation of the EU ICZM Recommendation, based on Member States national reports, the state-of-the coast assessment and an external evaluation report.

Most national strategies were adopted by EC Member States in 2006 following the ICZM Recommendation (2002). One key achievement has been the codification of a common set of principles underpinning sound coastal planning and management. Another benefit has been its role in stimulating the development of relevant legal instruments in the Baltic, Mediterranean and Black Seas.

Most recently, the Commission has reported to the Parliament and Council concerning the evaluation and concluded that:

1. the EU ICZM Recommendation has had a positive impact in stimulating progress towards a more integrated planning and management of coastal zones in Europe;
2. future EU Maritime Policy and its environmental pillar, the EU Marine Strategy, will give new impetus to the ICZM policy and further improve its implementation in the years to come; and
3. current EU ICZM Recommendation remains valid to support the implementation of the national strategies and to further ICZM along Europe’s coast.

Lack of integration of ICZM into different levels of the administration (local, regional, national), weak law enforcement, and existence of fragmented policies affecting coastal areas have been the main constraints in Europe. Because ICZM is a cross-cutting issue, it impinges on a number of different governmental ministries. Gaps in understanding of ICZM have been significant in the European environment on different levels of governance, what makes it very difficult for unified functioning of ICZM.

Diversity of administrative regulations and approaches to planning and management of the coastal areas, experience in implementing the regulations, as well as a broad amount of languages have been an obstacle to implement the unified policy of ICZM in the coastal Member States in Europe. An impediment has been the idea that certain policies or legal instruments are required for de facto application of ICZM. Local, even national authorities may believe that they cannot implement ICZM due to a different over-arching policy or legislative regime that exists in other countries.

An important impediment is further the diversity of languages around Europe. Excellent learning cases in most coastal Member States cannot be easily implemented elsewhere, because they only exist in the national languages. Translating these cases into English will not suffice as it cannot be assumed that at local authority level, stakeholders involved with ICZM will be able to understand English.

Another difficulty is that a great deal of information on ICZM has been gathered in the last decade through funding by the EC, where the tendency of these projects has been to develop their own databases and websites which last only for the duration of the projects. Once finished, these treasure-troves of information soon became neglected and sometimes lost. Consequently, many Member States have been unaware of projects which could be of great value to them.

Due to the aforementioned reasons and with the aim to support and ensure the multilingual exchange of experiences and best practices in coastal management in Europe, the EC launched a 3-year Project. Through this Project, the EC intends to ensure that lessons learned from the ICZM experiences and practices will be shared and made accessible to those who are seeking sustainable solutions to their coastal management practices.

The scope of the Project encompasses all EU coastal Member States, however the particular emphasis is placed on the Baltic Sea area, in particular the Baltic States. In the Baltic Sea area, several ICZM programs (e.g. HELCOM, VASAB 2010, Interreg IIC Baltic Sea Region: Procoast, Baltic 21) have been initiated and countries from that area are somehow engaged in ICZM and ICZM projects are undertaken. However, integrated coastal zone planning is still in a very early stage in this area and in most countries the implementation of ICZM is experimental. In addition, no country in the Baltic has developed explicit legal instruments regarding legislation covering ICZM. Therefore, the measures undertaken in this Project are to underpin the ICZM actions in the Baltic Sea area also by providing examples from different EU Member States.

The Project deals explicitly with the coastal zone, which is defined as the spatial zone where land and sea processes interact. Purely marine matters that have no effect on land issues are not considered here. Marine Spatial Planning is expected to be developed further to the “Roadmap”
as identified in the EU’s Marine Policy Action Plan. However as regard planning, terrestrial spatial planning and the planning and management of the land-sea interface will be considered.

1.2 Project name and logo

In order to share the goals and results of the Project as well as to get a widespread attention among different coastal users in Europe, a symbolic and easy to memorize name and logo of the Project were chosen (Figure 1):

![OURCOAST Logo](image)

**Figure 1: The OURCOAST logo**

The name “OURCOAST” does not refer to the content of the Project, namely An Exchange of Experiences and Comparative Analysis for ICZM, and is neither an acronym. The name aims to appeal to people’s emotions. Moreover, it intends to reflect the concerted action of ICZM and the diversity and complexity of coastal policy-making on all policy levels.

The logo symbolizes an initiative to support ICZM in Europe on behalf of the European Commission. The logo depicts a coastal zone consisting of dark blue sea with its breaker zone (visible in the slightly washed-out letters of the name of the project), and green land. As the coastal zone is the interface between the land and water, its picture (the “white board”) is intentionally included in the logo to give a clear idea about what is meant by coast in the name of the Project.

1.3 Seven Work Packages

The Project is divided into seven Work Packages. Each Work Package (WP) encompasses different objectives, responsibilities and activities in the Project. The structure of the Project with a brief description of the Work Packages is provided hereunder:

**Work Package A (WP A): Transfer of Experience**

This Work Package aims to collect past and existing experiences in the field of approaches and tools in ICZM at different levels of governance: EU, national, regional and local. ICZM approaches and implementation tools in EU coastal Member States will be identified. For this purpose, structured summarized 2-page case study summaries in English from different coastal countries will be prepared.
Work Package B (WP B): Database
This Work Package aims to set up a multi-lingual database and an appropriate web interface on the EUROPA server. The goal is to share the collected experiences and accomplishments of the project with the European community. The website will be multi-lingual, user friendly and publicly accessible. It will include the basic information about the project, description of the cases, the most relevant documents accounting for the cases (e.g. reports, publications, legal or administrative texts), analyses, guidance and recommendations, and also will give the possibility of feedback.

Work Package C (WP C): Analysis of the ICZM experiences
This Work Package aims to provide a comparative analysis of the collected ICZM and marine planning experiences from EU coastal Member States. It will be based on the cases collected in WP A. The analysis will lead to an EU-wide overview of the state-of-the-art by theme, typical success and fail factors and the preconditions for an efficient application of specific policy options and tools.

Work Package D (WP D): Analysis of the EU policies and legislation for ICZM
This Work Package aims to analyse the most relevant EU policies and legislation for ICZM and marine planning in the light of their effects on the implementation of ICZM and marine planning; to identify the mechanisms for a coordinated implementation of these policies and legislation; and to identify the obstacles that hinder proper policy coordination in terms of planning and management of the land-sea interface.

Work Package E (WP E): Guidance for future ICZM
This Work Package aims to develop and validate guidance for authorities for future integrated coastal and marine planning projects as well as for the design of policies and tools. Different levels of governance will be taken into account. The guidance will be developed for different well-specified situations with the intention to be practical in order to avoid too academic and complicated descriptions.

Work Package F (WP F): Dissemination and promotion
This Work Package aims to share the collected experiences and accomplishments of the Project with the European public. It will be done by widespread dissemination of leaflets, posters, brochures, participation in relevant events and conferences, and also by organisation of the stakeholders’ conference in Latvia or another Baltic Member State.

Work Package G (WP G): Recommendation
This Work Package aims to formulate the recommendations for future integrated coastal and marine planning projects and design of policies and tools by competent coastal authorities. It will also underpin the further development of the EU Marine Policy.

1.4 Interconnectivity between Work Packages
The OURCOAST Project with its seven Work Packages constitutes a link between the European Commission and the Outside World (i.e. coastal stakeholders, coastal users, etc.). All Work Packages are linked with each other in the Project. These interactions are schematically presented in Figure 2. Note that although “everything is related to everything”, only the most eminent input-output relations between the various Work Packages have been shown.
The themes and key approaches, which are important to give sufficient focus to the Project, will be decided on in agreement with the Commission. Based on this decision, in WP A the cases will be collected. Detailed information achieved from these cases is a prerequisite for the analysis done in WP C, which aims at identifying the success and fail factors.

The special cases, which are another output from WP A, refer to the collected cases that show the use of existing EU policies and legislation. This information will be used in the analysis that is foreseen under WP D.

The focus of WP D will be on special cases from the Project and the results of this inventory together with the identified success and fail factors from WP C will be a base for WP E, which aims at formulating guidance for future integrated coastal and marine planning projects. Important in this respect is also to promote already existing EU-guidance on ICZM topics. Guidance as formulated under WP E needs to be approved by the Commission, after which it will be disseminated to the Outside World.

Based on the final output of Work Packages A, C, D, and E, the consolidated list of lessons learned will be concluded, which will be further analyzed in WP G in order to formulate recommendations to support the implementation of the EU ICZM and to underpin the further development of the EU Coastal and Maritime Policy.

The results attained in all Work Packages will be a base for WP B for setting up the database and website, and also for WP F aiming at broad dissemination of the results obtained in OURCOAST. The website developed in WP B will communicate to the Outside World the results of this Project comprising such information as case summaries, results of the performed analyses, as well as formulated guidance. The Outside World through the website will be able to give feedback about the Project and about the website. This feedback will also be used as input for WP F.
1.5 Sustainability of the project

The OURCOAST project will produce numerous studies for the implementation of ICZM in Europe by providing exchange of experiences and access to studies and best practices being produced in many Coastal Member States at different authority levels. It is important to ensure that the lessons learnt from the coastal management experiences and practices will be shared and accessible to everybody (i.e. European Commission, Member States, coastal regions and networks) also after the contract period with the Contractor expires. Therefore the Project results, an information base and groundwork that will further support implementation of ICZM in coastal areas, will be set up in such a way that it is best-maintainable for the European Commission’s own staff after the Contract period.

Technical details of this maintainability as far as the IT part of the Contract concerns (database and website) will be specified in the Vision Document of the IT part for this Project (elaboration phase: to be expected in July 2009). At the end of the contract period a brief guideline will be developed on how to maintain the database and website. With regard to updating the analysis and conclusions after new experiences have been shared through the website, responsibility for such updating can no longer rest with the Contractor after the expiration of the Contract Period.

1.6 Objective and structure of this Inception Report

The objective of this Inception Report is to establish the detailed timetable for the implementation of the Contract. It specifies in detail the tasks of the Project and the various work activities. The Inception Report follows consistently the structure of the aforementioned Work Packages, starting from WP A (Chapter 2) till WP F (Chapter 7). The work for WP G (recommendations) is not included in this Inception Report as it will follow more or less straightforwardly from the conclusions of the other Work Packages. Project management with the detailed Project Time Table are included in Chapter 8.
2. Work Package A: The Case Studies

2.1 Rationale and structure of Themes

The goal of this Work Package is to collect case studies involving different aspects of ICZM that show that an integrated approach to the management of coastal issues is achievable and that it has added value compared to a purely sectoral approach. The case studies will show Member States that there is a continuing need (and provable benefit) to apply ICZM in their coastal management strategies. And further that an integrated approach is provable beneficial in many cases over a sectoral approach. The case studies will support the Commission in its drive to have ICZM implemented within the Union.

The specific objective will be to collect past and existing experiences with ICZM in the EU with emphasis on (key) approaches and tools. Each case study will be addressed from the main question of the (key) approaches or tools used, e.g. a piece of work has been done somewhere in Europe on an ICZM issue. The case itself can be grouped under one of the Themes that have been defined (see below). The case will be summarized as an example of Good Experience, one which may be applicable (by direct transfer or adaptation) either to another country or another ICZM issue. The example of Local Area Agreements in the UK is provided in this Inception Report as a fully worked example of how the cases will look.

The intention of this Project is to collect Success and Failure cases as these cases can provide added value and lessons learnt for the coastal stakeholders. However, as we expect that Failure cases will mostly not be publicly available or officially verifiable, in this respect, most cases will be Success cases. In some cases would a negative result be described but even then, it would reflect a positive aspect as to why it was negative. For example: a cost-benefit analysis was decisively used by the Spanish government not to open the Ebro to widespread water extraction.

The case studies will be presented in such a way as to present the reasons why the approaches taken / tools used were effective and what pitfalls there were that can be avoided when they are transferred elsewhere.

There is a necessity that the case studies also show that ICZM has value for the future as our coasts face the uncertainties of Climate Change that also has meaning for the future.

Therefore, eight themes have been chosen which are representative of overall Commission policy objectives and which embrace many of the Key Approaches required for good governance (see Table below).

The strategic policy objectives that will be reflected in this work are:

1. Adaptation to risk (3 Themes);
2. Sustainable use of resources (2 Themes);
3. Sustainable economic growth (3 Themes).

Selection of Themes

The specific Themes under each policy objective are as follows:

Adaptation to risk (3 Themes):

1. Managing impacts of climate change and safeguarding resilience of coasts/coastal systems;
2. Preparing for, preventing and managing natural hazards and technological (human-made) hazards;
3. Integrating coherent strategies covering the risk-dimension (prevention to response) into planning and investment.
Sustainable use of resources (2 Themes):
4. Preserving the coastal and marine environment (its functioning and integrity) to share space;
5. Sharing sound use of resources and promoting their low(est) processes/products.

Sustainable economic growth (3 Themes):
6. Developing the coastal zone of Europe’s regional seas sustainably;
7. Balancing economic, social, and cultural development whilst enhancing environment and managing impacts from coastal activities;
8. Improving competitiveness.

During the course of the project, a full understanding of the full scope of each of the eight Themes will develop. Each Theme will be specified in detail in the Interim report. The Table below shows how these eight Themes are grouped together under the three strategic approaches.

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<th>Policy Objectives</th>
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<td>&quot;strategy approach&quot;</td>
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| 1. ADAPTATION TO RISK | 1. Managing impacts of climate change and safeguarding resilience of coasts/coastal systems  
2. Preparing for, preventing and managing natural hazards and technological (human-made) hazards  
3. Integrating coherent strategies covering the risk-dimension (prevention to response) into planning and investment |
| 2. SUSTAINABLE USE OF RESOURCES | 4. Preserving the coastal and marine environment (its functioning and integrity) to share space  
5. Sharing sound use of resources and promoting their low(est) processes/products |
| 3. SUSTAINABLE ECONOMIC GROWTH | 6. Developing Europe’s regional seas sustainably  
7. Balancing economic, social, cultural development whilst enhancing environment and managing impacts from coastal activities  
8. Improving competitiveness |

Each case summary will be placed under one or several of these Themes. Cases that cannot be placed under any of the Themes will not be considered in this Project as apparently they do not contribute to the Policy Objectives that are considered relevant.

The three Themes falling under “Adaptation to Risk” will take into consideration e.g. the Floods Directive, the Water Framework Directive, legislation relating to climate change issues e.g. the White Paper. “Sustainable Use of Resources” has two Themes which will look at cases that fall e.g. under the Habitats and Birds Directives, and Natura 2000. “Sustainable Economic Growth” will look at areas like sustainable tourism, port development and its related legislation. Other aspects of European legislation relating to these Themes like Strategic Environmental Assessments will also be covered. It is not intended that the cases will focus on the European legislative instruments per case but how pragmatic ICZM implementation relates to them.

We expect that some cases can fall under more than one Theme. In such situation these case summaries will be classified under different Themes. The summation of the total number of case summaries per Theme will be more than the total number of 350 case summaries to be collected in total.
Key Approaches

In order for a meaningful analysis to be conducted and appropriate lessons teased out, a number of Key Approaches will be examined within the selected eight Themes. These “processes” can be grouped as follows (also see Table below):

i. Integration;
ii. Participation;
iii. Knowledge-based;
iv. Eco-systems based;
v. Socio-economic; and
vi. Technical.

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<th>Key Approaches (process)</th>
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Each Key Approach can contain different specific tools. One tool can be applicable under different Key Approaches. And also: one Key Approach can be used in cases that fall under different Themes. There is no strict division in themes, cases, Key Approaches and tools: depending on the specific case under consideration, different combinations and classifications are possible.

Below is a list of types of Key Approaches / specific tools that most likely will be used (note that during the course of the Project certain Key Approaches or specific tools may not be found and others may be added to the list below):

i) Integration
Integration refers to the ways that ICZM is being organized, integrated and implemented across different layers of governance. This will include aspects such as: policy integration; spatial integration (land-sea, cooperation areas); coordination (institutional); Inter-regional integration/cooperation; inter-sectoral approach; inter-strategic approach (WFD, MSFD etc); policy coherence; and ensuring sufficient human and financial resources and competences.

ii) Participation
Participation are the ways that the general public and interested stakeholders are being involved in ICZM implementation. This will include aspects such as: sharing of information; transparent communication, consensus building under stakeholders and general public, and informed decision making.

iii) Knowledge-based
This refers to the types of knowledge that are available for ICZM decision-makers. This will include aspects such as: assessment / evaluation; evolving with scientific knowledge; indigenous and local knowledge; language and comprehension; fragmentation of knowledge.

iv) Eco-systems based approach
This approach refers to the application of a management system that is based upon an integrated, science-based approach aiming to sustain the health, resilience and diversity of whole ecosystems while allowing for sustainable use by humans of the goods and services these ecosystems may provide. This will include aspects such as: integrated management; equitable use
of resources; promotion of conservation; cultural diversity; sediment management; adaptive management enforcement.

v) Socio-economic
The socio-economic approach refers to benefits that accrue to society and to the economic development of that society as a result of the ICZM approaches taken. These benefits will, generally, have been determined in advance of the work being conducted and the potential results factored into the methodology used. This will include such things as sustainable tourism, sustainable agricultural practices but will more widely embrace reducing market distortions; enhancing cultural diversity and natural heritage; ecosystems services and funding mechanisms.

vi) Technical
This key approach will include aspects at the operational and technical levels.

The applied methodology with Themes on the one side and Key Approaches / tools on the other side, will allow a two-way approach viz. which Themes use which approaches and also from the viewpoint of which approaches are most useful under which Themes. The collected cases as well as the analysis of these cases can be approached via the Themes and via Key Approaches.

2.2 The Data Collection Programme
A number of recognized ICZM national experts will contribute to identify the case studies and to prepare the case summaries. Sixteen experts have agreed to participate and have said they can supply at least 172 national case studies from the fourteen coastal states they represent (namely BE, CY, DE, DK, ES, FR, IE, GR, IE, IT, MT, PL, RO, UK).

The experts will be consulted and interviewed with respect to providing fully documented national case studies as described above. These will be supplemented by cases representing more specifically international (trans-border) cases and cases from national states not represented by the experts. Further good cases will be added as these might be suggested by users of the website or provided by members of the EU’s ICZM- Expert group. Specific attention will be given to a good coverage of cases from all Baltic Sea Member States. In total 350 case study summaries will be provided.

The following criteria are used for the selection of good cases:

§ It must be possible to classify the case under at least one of the eight Themes;
§ The case should be relevant for ICZM and cover more than one coastal issue;
§ The case shows the benefits of an integrated approach (or the disadvantages of a sectoral approach);
§ The case contributes to a good coverage of all considered Themes and Key Approaches;
§ The case contributes to a good spatial coverage albeit that special emphasis is put on the Baltic Region;
§ Background source material of the case must be available. This is important as the 2-page case summaries may not contain all information an interested reader may want;
§ It must be possible to verify the content of a case via a contact person.

The collected cases will be backed by a set of detailed information (the “Case Summary”) that will form input to the Analysis (WP’s C and D). Each Case Summary will comprise the following sections (in **bold** are the headings of the Case Summary Template):
1. **Policy Objective & Theme**  
(classification of the case study according to the Theme(s), see under Section 2.1)

2. **Key Approaches**  
(classification according to the chosen Key Approaches, the 2-way approach used, see under Section 2.1)

3. **Experiences that can be exchanged**  
(summary in just 2 lines so that the interested reader can quickly assess the usefulness of the case for himself)

4. **Overview of the case**  
(description of the case, location, work carried out, problem definition, project source. This will be brief text as the case summary will focus on the ICZM tools rather than the project itself)

5. **Context and Objectives**  
(description of the site, description of problems and issues for which the integrated approach of ICZM has been applied, geographical scale for implementation, specific objectives to be achieved with the ICZM approach, timescales for implementation and goals achievement)

6. **Implementation of the ICZM Approach (i.e. management, tools, resources)**  
(description of the project management with the specified authorities / organizations / stakeholders involved, level of entities involved; description of any specific used management tools i.e. policy, legislative, planning, technical, etc., description of the tools, e.g. intersectoral management plan, new guidelines)

7. **Cost and resources**

8. **Effectiveness (i.e. were the foreseen goals/objectives of the work reached?)**  
(specification and description of the foreseen and specified objectives that were achieved)

9. **Success and Fail factors**  
(i.e. what internal and external points need to be taken into account when transferring the experience?)

10. **Unforeseen outcomes**  
(i.e. the unforeseen results and impacts of the work. These can be positive and / or negative)

11. **Prepared by**  
(the name, institute and country of the person who prepared the case summary)

12. **Verified by**  
(the name, institute and country of the person who confirms that the case summary reflects the actual case in a correct way. This person can not be a member of the Contractor’s Project Team.)

13. **Sources**  
(all the background information used for the summary (as far as copyright allows) as well as a list of references will be made available so that the cases can be fully available.)

*Information on “Costs and Resources” will be included in the headings of the Case Template, however, based on a first collection of some thirty cases during the Inception Phase of the project, it became clear that verifiable information on Costs and Resources is hardly available, or in a format which makes comparison with other cases or the reader’s own reference case very difficult to interpret. Information on Costs and Resources will be additionally provided in a so-called “Case Summary Addendum”. This is an additional and more extensive list of questions about the case that will be filled in by the person who also prepares the case template. This additional information is a more flexible and open template which will be used only for the analysis of the cases (WP’s C and D).

Taken together all the above data will be used to produce a systematic description of the experiences in implementing ICZM throughout Europe. This common template for the 2-page summary will be supplemented with a Set of Guidelines for those completing the case studies. It is the intention that all the case studies will be verified either by the expert providing the case or
one of the main authors/contributors of the work but outside the Project Team. The EC will be associated to the selection of the cases in a pragmatic and workable manner.

There will be an assessment in December 2009, assuming work begins in June 2009 to determine if all of the Themes will have sufficient cases and if there are, indeed, 350 cases from which useful information can be extracted.

Further discussions will then be held with the Commission if necessary. It would be anticipated that all of the case studies will have been completed by July 2010 to leave time for their analysis. This planning is shown in the detailed time table in Section 8.2.
3. Work Package B: Database and Website

3.1 Objectives

The main objective of this Work Package is to set up the multilingual database and web-interface according to the Commission’s standards. The database and website will be hosted in the EC’s Data Centre. The multilingual, user-friendly and publicly accessible website will be the main source of information about the OURCOAST project. The website will provide access to the results obtained in the Project and to the most relevant material of projects, practices and tools.

The website user will have several options to search for the cases, i.e., by selecting the Theme, Key Approach or geographical location, and also by text search tool. The most relevant written material of projects, practices and tools (e.g. reports, publications, administrative texts) will be linked on the website. The case summaries with the linked documents as well as the results of the analyses, guidelines and dissemination materials (i.e. e-newsletters, brochure, leaflets) developed in the framework of the OURCOAST project will be downloadable for the website user. Through website’s rating and feedback, the users will have the possibility to express their opinion about the OURCOAST project and about the website.

The database and website will include the Themes, Key Approaches and case studies collected in WP A, the results of the analyses performed in WP’s C and D, guidance developed in WP E, dissemination materials from WP F and recommendations formulated in WP G. The database and website will store and make publicly accessible all the important outcomes of the OURCOAST project.

Detailed information about the database and website will be provided in the Vision Document, which is in preparation at the time of writing this report.

3.2 Languages

The OURCOAST project aims at providing multilingualism to enable widespread attention in Europe at different levels of governance. In total, ten languages have been selected as listed hereunder:

1. English
2. Finnish
3. French
4. German
5. Greek
6. Italian
7. Latvian
8. Polish
9. Romanian
10. Spanish

The official language of the Project is English.

Due to the focus of the OURCOAST project on the Baltic Sea basin, four languages are proposed from this area: Finnish, German, Latvian and Polish. Danish, Estonian, Lithuanian, Swedish are not included as these countries are of small population (particularly: Estonia) and the general knowledge of English is common in most of these countries (particularly: Denmark, Sweden).
The Baltic Sea area is the main focus of the Project, however also the geographical balance in Europe is expected to be achieved by covering the North Sea, the Atlantic coast, the Mediterranean Sea and the Black Sea. The major European languages will be used: **French, Italian, Spanish**, due to the extension of the coastlines and high population. **Greek** language is considered due to the length of the coastline.

We further propose **Romanian** as the language from the Black Sea area. Although the length of the Romanian coastline is small in comparison with other European coasts, the suggestion of choosing the Romanian language is supported by the importance of the coastal zone in Romania owing to the Danube River discharging into the Black Sea.

On the website of the Project, only menu headings will be in all ten languages. The case studies will be given in English. Background reports (as far as copyrights allow) will be provided in their national languages. In Section 7.3 the various products from the Dissemination (WP F) are listed, including the languages in which they will be prepared.

### 3.3 Methodology

The website will be built dynamically from the database on runtime. It means that after request for a case summary, the necessary information will be selected from the database due to which the website code will be generated by the program. In this way the numerous cases and language versions of the website will be handled effectively.

The operation of the future OURCOAST website is hereunder demonstrated in the prototype ([www.fg.arcadis.de/ourcoast_prototype](http://www.fg.arcadis.de/ourcoast_prototype), user login: ourcoast, password: EC_ENV_ICZM). It is noted that the content of this website is not yet connected to the Project database and is here provided only to demonstrate the design and behaviour of the future OURCOAST website. Moreover, this prototype is a draft version of the future website and therefore may be still adjusted in the elaboration phase of the IT project.

**Prototype of the website (brief description):**

The start page (Figure 3) gives a short overview about the OURCOAST project. In addition, the most frequently viewed Themes and cases are here presented.

The left-side navigation menu is displayed on all the website pages with the purpose to allow the user to directly visit the following sections:

- About the OURCOAST project,
- Description of how to use the website,
- **ICZM database:**
  - Geographical Selection (see Figure 4),
  - Themes selection (see Figure 5),
  - Key Approaches selection,
  - Search tool for cases,
- Listing of news and events,
- Sending feedback (see Figure 6).
Figure 3: Start page of the OURCOAST website

The interface of the website aims at providing multilingualism to enable widespread attention in Europe at different levels of governance. In total 10 languages are suggested as listed above.

The case summaries will be provided in English, while the background source material of each case will be available in their original (often local) languages. Links to relevant websites will be provided on the OURCOAST website.
Figure 4: Geographical selection

Figure 5: Selection of the Themes
By selecting (via a mouse click) the country, regional sea / country, Theme, or Key Approach, the website user will obtain a list of the case studies that fall under his selection. From that list the user will be able to select and download one (or more) relevant case summary in English. If such a case is indeed important for the user, he will be able to download any background information or contact details of involved persons / institutes.

An additional option to search for a case summary will be the “Search Engine”, which is part of the website. Two options for such a Search Engine have been considered: one by using words from a longlist of keywords, and the other to search by a “Google-type” of searching with words / text. The last option has been chosen as it is considered to be most user-friendly. Almost every computer-user is familiar with this type of document search. Moreover, the option with keywords would require a very long list of words given the broad nature of ICZM. The user should know in advance the keywords which limit his search options considerably. The full list of keywords will also not be available during the course of the Project (since the cases are not yet known). The consequence of that would be that the website can only become fully operational at the end of the Project, so that important feedback would not be possible.

The design of all case summaries will be (as much as possible – see note in Chapter 2) uniform, derived from the case templates defined in WP A. At the end of each case summary there will be given links to the relevant documents concerning that case (full description, publications, etc.). If available, also multilingual documents will be provided.

The possibility to give rating to the website (i.e. “very useful” – “useful” – “not useful”) will be available in order to let the users express their opinion about the visited website. The user’s rating will be sent to the database. The rating of the website’s visitors will be a base for the later analysis of the user’s opinion.

Another possibility for the website user to express the opinion about the website and the Project will be the Feedback option (see Figure 6). Through Feedback the users will be able to write and send the opinion as a text message. The users may also inform about their interest in receiving electronically the Newsletters and further information about the activities of the OURCOAST project.

The ratings and feedbacks will be downloadable from the database by a special website function, which will be restricted to only a few members of the Project Team. The ratings and feedbacks will be further evaluated by means of Microsoft Word, Excel or other similar applications. It is scheduled to evaluate the user feedbacks at least every four months from the moment the website is in operation. Statistical analyses will be performed in order to assess the number of website requests and the results of the website ratings, e.g. bar diagrams of monthly visited cases and the ratings - “very useful”, “useful”, “not useful” and “not rated” - will be given in percentage. The “Newsletter” check button will be used for sending additional information about the OURCOAST project to the website users who previously expressed their interest in receiving it (see WP F).

In order to avoid automatically sent spam via the Feedback website, the verification will be done - the website user will be asked to solve a simple mathematical calculation involving addition/subtraction (e.g. 36-8=….). With each visit to the website the calculations will be changed with random numbers.

An additional method to avoid spam will be applied. It will work in a way that in the situation with many feedbacks arriving in a very short time, i.e. 50 feedbacks in less than 1 minute, sending of feedbacks by other users will be blocked for a certain period of time (e.g. 30 minutes).

On the feedback page of the website, the Commission’s “Data Protection Statement” will be included. This statement is at the moment still in preparation (not yet shown in Figure 6).
3.4 Database and management of the website

Besides the generation of the website, another important function of the web interface will be management of the database, as shown in the following draft of use-case diagram (see Figure 7).

The data management function will be enabled for the Project Team (for the duration of the Project) and for the European Commission (after the Project is finished). During the Project execution, the data management will be serviced by the Contractor. Functionality of the database and website will be developed in a way enabling the Commission to maintain it, especially after the Project expires.

Another important aspect of maintenance concerns the possibility for continued uploading of cases by a users community after the contract ends. The danger of this action is the expected upload of spam to the website in addition to (or instead of) cases. In order to avoid such a situation, there are two ways proposed to upload the cases to the database. The way of the lowest risk would be to send new cases by e-mail to the European Commission and to upload them there after a check on suitability of the case to the database (Intranet). The other
possibility would be to allow the user community to upload cases which content shall be checked by at least the EC administrator. In all events, verification by the EC is required for uploading the new cases.

More detailed information about the sustainability of the OURCOAST website will be addressed in the (final) Vision Document.

For the current contract, only permitted members of the Project Team will be allowed to login to the data management website. It will be an extra website, not integrated in the public OURCOAST website. Here, the data manager will have a menu for:

- adding, setting up or deleting data management users (only for administrators);
- changing the password;
- downloading feedback;
- adding, updating or deleting the policy objectives and Themes;
- adding, updating or deleting the Key Approaches;
- adding a new case title, case summary and relevant files;
- selecting and updating a case title, case summary and relevant files; and
- selecting and deleting a case summary and all linked information and files.

Accomplished ICZM case summaries will be provided by Competent Bodies (Project Team) in their final version as Word or Excel files with the attached documents as PDF files, so that the data manager will be able to enter the information efficiently into the OURCOAST system.

![Business process diagram](image-url)

**Figure 7: Business process of data management for OURCOAST Project system**
3.5 Description of Work

For the dynamic construction of the websites it is aimed to use the ColdFusion server on UNIX and for the database management system Oracle 10g with Unicode font (e.g. UTF-8) due to the extensive experience of Arcadis-IT (Germany) in applying these two technologies.

The website will be designed and constructed based on the Commission’s standard template for websites, which will be compliant to the existing EUROPA DG Environment website. In the development of the database and the website, the requirements of the Commission Standard will be followed, described in the Information Provider’s Guide, particularly concerning design, composition and multilingualism. It will be taken into consideration that:

- the web content will be accessible for people with disabilities,
- the website construction will be compatible to the significant browsers (Internet Explorer, Firefox, Safari, etc.), and
- the website will be compliant to W3C recommendations (especially those for HTML / XHTML and CSS).

The aim of the OURCOAST IT project is to deliver all required functionalities in one release of the system. This release will be divided into several phases, each phase consisting of one or more iterations. The timing of each phase is shown in the Table below.

- **Inception phase**
  The overall goal of the inception phase is to achieve concurrence among all stakeholders on the lifecycle objectives for the Project.

- **Elaboration phase**
  The goal of the elaboration phase is to baseline the architecture of the system to provide a basis for the bulk of the design and progress towards objectives in the construction phase.

- **Construction phase**
  The goal of the construction phase is to consider the remaining requirements and to complete the development of the system based upon the baseline architecture.

- **Transition phase**
  The focus of the Transition Phase is to ensure that software is available for the end-users. The Transition Phase includes testing the product in preparation for release, and making minor adjustments based on user feedback.

From the development of the website until publication, three environments will be used (according to the recommendations of the EC’s Data Centre):

1) developing environment at ARCADIS,
2) testing environment at EC’s Data Centre,
3) production environment at EC’s Data Centre.
### Phase | End-date | Main subject
--- | --- | ---
Inception | 15/05/2009 | Drafting of the Vision document. Development of the use case model. Drafting of the graphic design (prototype).
Elaboration | 31/07/2009 | Updating the artifacts created in the inception phase. Analysis of the use case documents. Creation of the graphic design. Drafting of the database structure.
Construction | 31/10/2009 | Finalizing requirements and analysis after the graphic design is approved. Design of the system. Development of the fully working version of the system. Testing and assessment of the components of the system.
Transition Phase 1 | 31/12/2009 | Development of user documentation. Testing deliverables and creating a product release. Inserting the first finished ICZM cases and make the product available to end users.
Transition Phase 2 | 30/04/2010 | Getting user feedbacks and fine-tune the product.

The database and software for website and web interface will be developed on hardware of ARCADIS. After completing the development of the software and after the operation tests, the database and the software will be transferred to the testing environment of the Commission in order to make this available to the testing team for extensive system checks (see also Quality Management below).

Testing of the software will be performed in the testing environment of EC Data Center. After completing all tests, the production environment will be implemented. A backend system will be installed in the production environment that uploads cases and files to database and allows validation of the data before its dissemination. Only validated data will be displayed on the website (frontend). Exclusively, the websites in the production environment will be publicly accessible. No more input and modifications of the websites will be possible here. It will only be possible to download the feedback.

Note that the prototype of the website will not be published as a first version of the website due to the fact that the prototype is not connected to the database as it is developed as a first version of the website. In the deployment phase, the website will be generated from different environment. On that website the case summaries and the attached files/links will be displayed dynamically from the database. Importantly, the OURCOAST website will be a complete web application, and not a static HTML website.

### 3.6 Quality Management of IT part

Via a series of tests (scenarios), the quality of the developed software will be demonstrated. At this stage, testing will not be considered as a unique activity or as an individual test sequence, but as a series of individual tests within the framework of the whole development cycle. It will focus on the identification and elimination of errors and the continuous achievement of the product quality as early as possible.

The Testing Team will be composed of the people outside the developer team, the Project Team members and, if possible, one or two persons from the European Commission.

Already during the development works (at ARCADIS), the test possibilities such as debugging and tracing of variables will be used in order to minimize errors and to check the program flow according to an appropriate preset algorithm in the individual modules (components test).
Additionally, the quality tests will be performed, such as:

- FAT (Factory Acceptance Testing);
- System tests: all tests on the DC TEST environment for checking the platform compatibility, completeness of the installation, etc.;
- Acceptance tests: how they are organized to react to issues coming from the users tests (bugs and non-compliance), their reaction time in case there is a blocking problem which would unable continuing these users tests, etc.;
- Load/Stress Tests: for example, the tests that reveal how the system behaves if a large set of users are working concurrently;

The above-mentioned tests with the additional information on how they will be reported (e.g. test reports, templates), will be described in detail in the test management documentation as a part of the 2nd version of the Vision Document. It will be delivered after the Elaboration phase.

In the test environment at the EC's Data Centre design, behaviour and content of websites will be extensively tested by the Testing Team.

In the production environment, the tests will have to prove that the software behaviour corresponds to the expectations and to the test results of the testing environment, regardless of the changed hardware.

In addition to the development of the IT part, a Vision Document will be written. The Vision Document will provide more detailed information about the IT part in the OURCOAST project. Also other important artefacts like a Data Model, Software Architecture Document and Test Management Plan will be developed in the Elaboration phase, as well as End User Support Material will be delivered in the Construction and Transitional phase.
4. Work Package C: Comparative Analysis

4.1 Objectives and methodology

Based on the outputs of WP A, the tools developed in WP B, and on additional research, a comparative analysis will be performed on the different tools for coastal authorities to deal with selected issues of coastal and marine planning and management (further referred to as ICZM tools). The analysis will lead to an EU-wide overview of the state-of-the-art by theme (as defined in WP A) and/or by European regional seas-scale\(^2\), typical success and fail factors and preconditions for the efficient application of specific ICZM tools.

The analysis will be based on the case studies per Theme as identified in WP A and will amount to a maximum of 350 described cases. All Themes indicated in WP A will be subject to the analysis.

It should be clear that both the collection of case studies (WP A) as well as the analysis of the ICZM experiences (WP C) is a continuous process, highly interlinked with each other (Figure 8).

![Figure 8: Stepwise approach WP A and WP C](image)

A systematic and stepwise approach will be followed in close cooperation with WP A. In the Inception phase of the project which led to the fore lying Inception Report, some tests were carried out to fine-tune a smooth exchange of data and information from WP A to WP C.

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\(^2\) European regional seas-scale: Baltic Sea, North Sea, Atlantic (North-East region), Mediterranean Sea, Black Sea
The analysis exists of three phases, namely:

1. **Phase 1 – General analysis**: The first phase should be seen as a more general analysis with the objective to check the number of cases and their distribution over the various Themes and regions and to get a general appraisal of their success or possible failure. The first screening will take place in two steps: 1) after collecting some 150 – 200 cases and 2) after collecting all cases (up to max. 350). With the output of step 1 of the general analysis, the rest of the data collection program (WP A) can be re-directed in order to fill in identified data gaps (e.g. absence or shortage of case studies for a particular Theme).

2. **Phase 2 – Quality check**: After 250-300 cases are collected (result of re-direction by first screening (step 1)) a quality check will be performed on the collected cases to ensure robustness of the advanced analysis results in the final phase. Cases that appear to be unreliable or unverifiable will not be taken into account for the second screening. Based on this quality selection, the remaining part of the data collection (approximately 50 cases) will be executed and checked to come to a significant final set of reliable case studies for all of the identified Themes.

3. **Phase 3 – Detailed analysis**: Once all cases have been collected and quality checked, the more advanced analysis can actually start based on these reliable cases (max. 350). A preliminary analysis will be done during the collection of cases (during phase 2).

A more detailed description of the three phases is given in the following sections.

### 4.2 General analysis (phase 1)

In the general analysis, specific ICZM approaches/tools for coastal authorities to deal with the identified policy objectives and Themes (WP A) will be highlighted and listed up together with their frequency of implementation.

This first phase will lead to the following information:
- The list of specific ICZM tools (related to Key Approaches);
- Statistics on the number of times a particular tool has been applied and this per Theme and per region;
- Statistics on the number of times a particular tool has in general been evaluated as a success or failure and this per Theme and per region.

The general analysis will be based on the 2 page structured summaries of the cases of Work Package A and more specific on the following information:
- Policy objective (“strategic approach”)
- Theme
- Key approaches
- Specific tools
- Geographical scale with emphasis on the European regional seas-scale
- General appraisal of success or failure of the ICZM tool in terms of experiences to be exchanged.

The general analysis will take place in two steps: 1) after collecting some first 150 – 200 cases (WP A) and 2) after collecting all cases (max. 350 cases).

- General analysis (step 1): As a result of this first screening step (150 - 200 cases) a decision will be made how to continue the case-summaries collection (WP A) to come to an evenly
distribution of the case-studies per Theme, per region and per success/failure. Based on
the results of this first screening step another 100 case-studies will be collected.
  • General analysis (step 2): Only after the collection of all case studies the total overview of
the distribution (by frequency counts) of the ICZM tools (case studies) over the Themes
and their general appraisal of success and failure can be given.

4.3 Selection of case studies for the detailed analysis based on a
quality check (phase 2)

A selection will be made of reliable and detailed case studies that can serve as input for the more
advanced analysis (phase 3) and this based on a quality check of the case study summaries (WPA).
The quality check will – analogue as the first screening- occur in a two-step process (see Figure 8):

1) Quality check on the first 250-300 cases (result of phase1) in order to be able to re-direct
the data collection program (WP A) to select the final 50 cases and to come in this way to
a reliable subset of case-studies per Theme/ region for the detailed analysis, and

2) Quality check on the remaining 50 cases. In this way a total of approximately 350 cases
will be subject to the quality check in order to define the reliable case studies for further
analysis.

This quality check will be based on the list of additional questions and evaluate amongst others
the following aspects:
  • Detail of background information:
    o Description of ICZM tool and objective (~ to Theme);
    o Description of application (geographical scale) of ICZM tool;
    o Information about the responsible authority (contact person);
  • Relevance of the background information with respect to effectiveness and efficiency
(success and fail factors) needed for the Detailed Analysis:
    o None: no information about success and fail factors is available;
    o Low: very limited information about success and fail factors is available (e.g. only
general appraisal) and more detailed information can only be obtained by extra
time-efforts (i.e. additional interviews necessary);
    o Medium: information can be extracted for some of the success and fail factors
but an additional quality check (i.e. interviews) is recommended;
    o High: detailed information about a majority of the success and fail factors is
directly available from the background information.
  • Public availability of background information (~ possibility of individual quality check):
    o None: no background information is publicly available; only references of the
used sources are given;
    o Low: a minority of the used background information is digitally available (pdf or
webpage); references are given for the other used sources,
    o Medium: the majority of the used background information is digitally available
(pdf or webpage); references are given for the other used sources;
    o High: all used background information is digitally available for the public.
  • Certainty of the expert/data supplier with the case study:
    o Low: the responsible authority (data supplier) of the case study is unknown (no
previous experience) by the expert, and the delivered background data is
evaluated as insufficient or as low quality.
    o Medium, but acceptable: the responsible authority (data supplier) of the case
study is unknown (no previous experience with) by the expert, but the delivered
background data is evaluated to be of high quality.
4.4 Detailed analysis (phase 3)

As a result of phase 1 (general analysis) and phase 2 (quality check) a frequency distribution will be given of the collected case-studies (ICZM approach/tools) per Theme/region and a quality check of these case studies will be performed leading to the final set of reliable case-summaries (350) as input for this detailed analysis.

The detailed analysis should be seen as a more advanced analysis focusing on the effectiveness and the efficiency of the identified ICZM approaches/tools per Theme and per region. The detailed analysis will lead to a clear understanding of the reasons behind the success or failure of a specific ICZM approach/tool (case study). In other words it is an analysis of the factors that showed the specific ICZM approach/tool to be a success and what pitfalls there would be to avoid failure so the experience can be exchanged.

Effectiveness\(^3\) is defined as the extent to which objectives set are achieved. Information on the effectiveness of the considered ICZM approaches/tools will be assessed in terms of the progress made towards the attainment of pre-determined objectives. In OURCOAST the pre-determined objectives are related to both the objectives set by the case and the ICZM principles.

Efficiency\(^3\) is defined as the costs (in terms of financial and human resources) needed to attain the objectives. In OURCOAST the analysis on the efficiency of the implemented ICZM approach/tools will focus on the underlying preconditions of the success or failure of the most important ICZM approaches/tools. This will be done by setting up a multi-criteria analysis for the identified success criteria related to legislative/policy framework, management aspects, communication and collaboration between different stakeholders and third parties (participation), planning and programming, data and monitoring, implementation and enforcement aspects, resources, etc. Hereby specific attention will go out to the most important success factors and to the possible pitfalls (fail factors) to be avoided to come to a success. These will be highlighted as high priority criteria by the experts and will receive a higher weight in the multi-criteria analysis.

As from the general analysis an idea was received about the overall success of the ICZM approach/tool (~ experience to be exchanged), statistics on the frequency of the underlying success criteria and their preconditions per ICZM approach/tool will be estimated in this detailed analysis. Furthermore the detailed analysis will identify missing tools needed to reach a specific policy objective/Theme and to come to a successful case-study that can be used for exchange of experience.

This throughout analysis will be based on the case-summaries and on a list of detailed questions about 1) the achievement of the objectives (~effectiveness) and 2) the possible success criteria (~efficiency) and their importance (priority score). These questionnaires will be completed as an addendum of the case-summary template by the experts (WP A). If needed, further data collection or additional explanation will occur via literature or via personal communication.

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(email, face-to-face or telephone). These additional information sources will be clearly indicated in the final project report.

Throughout the analysis, particular attention will be paid to the links between the different Themes and implemented ICZM tools and to the regional aspects.

Several-page “Theme analysis summaries” will be prepared, including:

- EU-wide overview (with focus on regional seas-scale) of the state-of-the-art of implemented ICZM approaches/tools for that particular Theme/policy objective. The analysis results will be presented in both qualitative and quantitative terms, including clear graphics indicating the ranking of frequency of implemented options and tools integrating the results of all coastal Member States and an explanatory text;
- Effectiveness of the implemented ICZM tools: an overview will be provided of the most effective ICZM approaches/tools that can serve as good examples for exchange of experience;
- Efficiency of the implemented policy options and tools (results of analysis): an overview will be provided on the most important success and fail factors and their preconditions to reach an efficient implementation of the options and tools. Where possible, a first, initial indication on solutions to meet identified pitfalls will be provided as an input for WP E. Again, the results will be presented in both descriptive (text) and visual (graphics) terms.

To underline the importance of “integration” between different policy options and tools in coastal and marine areas, a cross thematic analysis overview will be drafted next to the above mentioned summaries per Theme. This overview will highlight the link between the different Themes and ICZM implementation tools on the above described subjects.
5. Work Package D: EU policy cases

5.1. Objectives and methodology

The Communication of the EC “On Integrated Coastal Zone Management: A Strategy for Europe” recognized that most EU policies and instruments have some impacts on coastal zones. It is therefore important that these policies and instruments are coherent so that the implementation at the lower levels of governance is indeed facilitated.

In this WP, an overview will be given of the most relevant EU policies and legislation that can have an impact on the implementation of coastal zone management and marine planning. The following activities will be carried out:

1. Listing the most relevant EU policies and legislation regarding their effects for the implementation of coastal zone management and marine planning. A description will be provided of the most relevant EU policies and legislation with regard to their effects for the implementation of ICZM and marine planning. This overview will largely be based on the relevant sections from the Rupprecht report. Besides, additional research will be done via Eur-Lex website, the European Commission DG websites and ScadPlus.

2. Identification of “special cases” of coordinated implementation of relevant EU policies and legislation in coastal zones (input from WP A). These specific cases are showing good examples of cases with a coordinated implementation of EU policy and regulations.

3. Analysis of these “special cases” with respect to their success and fail factors, according to the methodology of WP C, but with specific attention for policy coordination in terms of planning and management of the land-sea interface.

5.2. Work Specification

The following steps will be undertaken:

1. **Identification of most important EU policies and legislation** regarding their effects for the implementation of coastal zone management and marine planning, divided according to Theme and regulation status (adopted / upcoming / planned).

In the Inception Phase of the project a first inventory was made of the relevant EU policies and legislation with a possible effect on the implementation of ICZM and marine planning. This non-limitative list is given hereunder with the notification that this list will be extended (if possible) under WP D:

- The ICZM Recommendations of the European Parliament and of the Council (2002/413/EC);
- EC Communications on ICZM (2007);
- Water Framework Directive (2000/60/EC);
- Flood Risks Directive (2007/60/EC);
- Green and White Paper on Adaptation to Climate Change;
- EC Communication on the prevention of natural and man-made disasters (2009/202/EC, 2009/203/EC);
§ impact assessment to the EC Communication on the prevention of natural and man-made disaster (2009/82/EC);
§ Impact Assessment Directive;
§ Guidance on risk mapping;
§ proposal for a new Directive to protect surface water from pollution (COM(2006)397 final);
§ Habitats and Birds Directive (92/43/EEC and 79/409/EEC) and the action plan “Halting Biodiversity Loss by 2010 and beyond”;
§ Strategic Environmental Assessment Directive (2001/42/EC);
§ Nitrates Directive (91/676/EEC);
§ Bathing Water Directive (76/160/EEC);
§ Directive on the assessment and management of floods (2007/60/EC);
§ Proposed Directive establishing a framework for the protection of soils;
§ EC Communication on Water Scarcity and Droughts;
§ European Cohesion Fund and the European Fisheries Fund (although not covered as such in this Project);
§ EC initiatives to enhance the sustainability of European tourism;

Within each of the three Policy Objectives as specified in Section 2.1, various EC legislation will be considered:

§ Adaptation to Risk will take into consideration e.g. the Floods Directive, the Water Framework Directive, legislation relating to climate change issues e.g. the White Paper.
§ The Sustainable Use of Resources will take into consideration e.g. the Habitats and Birds Directives and Natura 2000.
§ Sustainable Economic Growth will take into consideration e.g. sustainable tourism, port development and its related legislation.

A very brief introduction will be given of each of these EU policies and legislation as far as their effects for the implementation of ICZM and marine planning is concerned. This will be done by research via Eur-Lex website, the European Commission DG websites and ScadPlus and the Rupprecht report.

2. **Screening and analysis of the “special cases”**, being an output from WPs A and C, identified as examples of coordinated implementation of EU policies and legislation in coastal zones and obstacles that hinder proper policy coordination.

WP A will serve as initial source of information on these “special cases”. The method used in WP C will be followed here as well (see Chapter 4) to do the analysis of the success and fail factors of these “special cases”. Emphasis will be put on policy aspects. If deemed necessary, additional information will be collected from officials at national or regional level. European legislation relating to these Themes like Strategic Environmental Assessments will also be covered. Socio-economic issues in relation to ICZM will be covered additionally.
6. Work Package E: Guidance

6.1 Objectives

Up till now ICZM in Europe has been developed at a rather high governmental level (Countries Experts on ICZM and EU-level). At lower governance levels, ICZM is often characterized as academic, theoretical and difficult to implement (also see impediments mentioned in Chapter 1). ICZM however needs to be implemented particularly on these lower governance levels as well as in projects executed by private parties.

ICZM is “translated” in regulations (these are inventoried in WP D), but these regulations are not always understood by end-users. Quite often, misunderstanding can be explained by the fragmented nature of relevant regulations. There seems to be a gap between ICZM developers and decision-makers and the users/implementers of ICZM on lower governance levels. This WP E aims to bridge this gap and to develop practical guidance so that optimal use is made of the benefits of ICZM.

The work under this Work Package largely depends on the output of WP’s C and D. Guidance that will be formulated will show the target audiences, as these are described below, how they can make optimal use of the conclusions from WP’s C and D.

Persons who may have become interested in the OURCOAST project via WP F may first take a look at the results of WP E. It is the intention to formulate guidance in such a pragmatic and to-the-point manner, that these interested persons may want to take a closer look at the results of WP’s C and D as well. As such, WP E forms the entrance of target audiences to the contents of the Project.

6.2 Target audiences

Target audiences can be grouped together in different ways. The first way is the level of governance:
1. European authorities with a key role in dealing with transboundary issues and establishing all-embracing coastal and marine policy;
2. National authorities with a key role in establishing administrative arrangements and requirements for the development of coastal and marine plans and effective planning frameworks;
3. Regional authorities with a key role in articulating regional planning principles and objectives and addressing issues which span a wide geographic range (beyond single local authority).
4. Interregional / Regional seas authorities with a key role in establishing an interregional and for the regional seas framework for on-the-ground or on-the-water coastal and marine management.
5. Local authorities with a key role in addressing issues and problems in a small geographic area and articulating tangible action and development-oriented objectives.
6. Territorial authorities (ports, river-basins) with a key role in developing strategies for the use, development and management of small coastal areas.

Another way to group the target audiences is by considering their specific activity:
   a. Design of policies and planning;
   b. Implementation;
   c. Project proponents for ICZM (particularly projects that are using EU-funding).
If both lists are combined, a total of 18 target audiences result (such as e.g. national authorities dealing with design of coastal policy).

6.3 General considerations on Guidance

In general, guidance under the OURCOAST project is not intended to be binding on the users as it is mainly meant to assist the users with statutory and regulatory requirements.

Guidance must promote EU policy and will refer to the existing EC directives and documents, for instance those on avoiding hazards. Moreover, guidance that is distributed via the OURCOAST project will repeat already existing guidelines from the EU regulations.

Formulated guidance will also show how to make use of the benefits of ICZM based on the output from WP’s C and D. It will not contain actual directives, but it will refer to the attained results that have been collected (WP A) and made available through the website (WP B).

Guidance will provide a logical and easy-to-understand framework within which coastal authorities at all levels will be able to address the issues which arise in a complex and sensitive environment. Guidance in this Project will have a subdivision in the Themes as specified under WP A.

6.4 Forms of Guidance

The following is a list of possible forms of guidance for the current project:

1) Consultation (with experts or authorities from different governance levels)
2) Reference to similar cases and examples of relevant experiences
3) Reference to EU policies, legislation, regulations and practice
4) Reference to legal rights and responsibilities
5) Reference to existing literature
6) Reference to public opinion / public involvement, participation / knowledge of the public
7) Reference to workshops / public debates
8) Monitoring and enforcement (monitor performance and ecosystem/societal trends)
9) Reference to coastal management principles
10) Reference to progress indicators
11) Reference to compliance with ICZM and marine program policies

All the above forms of guidance will aim at being understandable, easy in use, practical, “down-to-earth”, with the overall goal to avoid too academic descriptions and formulations. The objective is to guide interested stakeholders through the results of the Project and to show them good experiences from elsewhere that is most relevant for them.

Guidance will be specific, substantial and realistic, based on a thorough understanding of the environment in which coastal authorities operate, and by taking the previous general considerations into account.

The distinction between the various target audiences is important. At this (inception) stage, we expect that guidance for authorities at the higher governance levels who are dealing with policy and planning (target audiences 1a and 2a – all Themes), can be limited to a reference to the conclusions of WP’s C and D.

For implementation and projects, in combination with lower governance levels (target audiences 3bc, 4bc, 5bc and 6bc), guidance probably needs to be more specific, depending on the Theme that is considered. The lessons learned from WP’s C and D will be translated into “1-page bullet
lists”, to make them easily accessible to the target audiences. These lists will refer to the already existing relevant EU guidelines.

It is the intention that the user in this way becomes more interested and takes some more time to study the conclusions from WP’s C and D, and perhaps to have a closer look into the collected good examples that are available on the website.
7. Work Package F: Dissemination

7.1 Objectives

This Work Package aims to inform the European coastal authorities, stakeholders and public in general about the existence, objectives, accomplishments and conclusions of this Project. The overall goal will be achieved by organization of widespread multi-lingual dissemination of the results and conclusions attained in the Project. It will be done by several approaches and by means of various tools. The most important will be establishment of the website contents, in close cooperation with WP B. That includes the establishment of a multilingual database interface, the description of the Project, the main objectives and the expected results as well as an internet feedback mechanism for European coastal stakeholders which can serve as an interactive way to exchange knowledge and experiences within the European practitioners network on ICZM.

Work Package F is expected to deliver the following results/outputs:

• OURCOAST Website contents (in cooperation with WP B- see description WP B),
• Dissemination and promotional publications / activities (leaflets, posters, promotion publications and final brochure with project results, media activities),
• Issues of electronic e-newsletter,
• Organisation of a final stakeholders conference in one of the Baltic States, e.g. Latvia planned in Autumn 2011.

In terms of multilinguality – the OURCOAST website will be in English, the official language of the Project, and summary information in the 10 national languages (see Section 7.3).

7.2 Dissemination and Promotion Strategy

Dissemination and promotion activities have the purpose of transmitting certain messages as well as concrete information (e.g. about OURCOAST products and where to access them).

OURCOAST dissemination and promotion activities will target a range of various end-users. The following numbered list provides the outline priority order for this aim, as follows:

1. The coastal zone management community, e.g. policy makers and decision-makers such as coastal mayors, employees at high management level in regional or national administration, European Commission staff, expert and working groups (e.g CIRCA groups), Regional Seas programs representatives but also site managers of nature reserves along the coast, experts working for a provincial administration, planners, or coastal engineering consultants,

2. The general public through multipliers: journalists, managers of coastal and marine related projects, vocational trainers, university teachers,

3. Other non-environmental groups e.g. tourism organizations, ports, fisheries and aquaculture through multipliers/ambassadors (e.g. EU / national / regional / local coastal stakeholders currently acting as contact persons for ICZM at their communities) private enterprises;

4. Researcher communities through the dissemination channels of OURCOAST team and through the promulgation of publications resulting from the OURCOAST events/conferences participation.
7.3 Methodology

OURCOAST website

Since mid February 2009, a section dedicated to OURCOAST has been established at the EUROPA website - http://ec.europa.eu/environment/iczm/ourcoast.htm. This webpage provides brief information about the Project and background information on the European Commission’s objectives for funding this Project, expected results, partners and contacts.

The contents of the information website will be prepared and more detailed information will be included – specifically regarding the Themes, the newsletters (downloadable in PDF. format) and the feedback and subscription to mailing list mechanism. This activity will be developed in close cooperation with WP B.

In terms of multilingual – all website sections will be in English, the official language of the Project. Summary information (based upon the project information sheet and the leaflets) will be provided in the ten selected, as the interface of the database.

This multilingual national summary information will also be made available in PDF format so that project partners, the EC and the national stakeholders can print it and use as dissemination material. This information materials will be based and adapted on the project Leaflet, see below)

Dissemination & promotional –publications

Leaflets

At the beginning of the Project, at the start of the Inception Phase, a simple Project information sheet (A4) has been produced (first leaflet – in English). Within 5 months after formal approval of the Inception Report a three-colour second leaflet will be produced and electronically distributed. Printouts of this second leaflet can be used by Project partners and EC DG Environment for dissemination within their networks, and at various events and conferences. The leaflet provides basic information to OURCOAST aims and objectives and its results. It furthermore advertises the OURCOAST website and contact details. In the course of the Project, at least one update of the second leaflet will be produced. Additionally, a bookmark could be made for inclusion with the final project brochure publication. The three leaflets will be prepared in at least the three languages: English, French and German.

Posters

Additionally, a Project poster will be prepared in format A1, printed and distributed to Consortium partners and DG Environment. It aims at drawing the attention of events and conference participants to the Project and encouraging them to visit the website and get involved in the process. The poster will contain attractive results of the Project. The first poster will be prepared and distributed at the end of 2009. An update of this poster will be made at the end of 2010 and again at the end of 2011 with new results from the Project. The texts on the poster will be prepared in at least three languages: English, French and German, but other languages may be considered as well if such translation indeed contributes to the general objectives of WP F.

Brochures

In the course of the Project, three thematic brochures will be prepared. These brochures will be thematic and will present, promote the collected ICZM experiences – the case studies – and the outcomes of the Project. The content of these brochures will also be used for the Interim Report and the final Project Brochure. These three intermediate brochures (A4 full-colour, in English, number of pages dependent on the subject and objectives) will be distributed electronically. Printouts can be used for dissemination within networks, and at various events and conferences. Towards the end of the project, a fourth Project Brochure will be prepared. This final brochure (A4 full-colour, indicative number of pages: 40) will comprise all the relevant output of the
OURCOAST project. It will be printed (3000 copies in English version), and its Executive’s Summary will be translated in the Project into ten selected languages. It will be distributed electronically to target audiences. The printed version will be ready for distribution at the final OURCOAST stakeholders conference that will be organized in one of the Baltic States e.g. Latvia (Autumn 2011).

**Media activities and Participation in the conferences and events**

EU wide media activities will be developed constantly. A database of EU national and regional media will be established and at least two standard articles (press release) for both national and regional level (four in total) will be prepared and disseminated upon approval of the European Commission.

Other media venues will be explored as well, in particular, electronic newsletters of ongoing project / initiatives (such as Interreg projects).

Members of the Project Team are regularly present during related conferences, workshops and similar events. Not only in their home countries, but given the international nature of their work, basically world-wide. While present at these conferences (at least twice a year regionally and twice a year internationally) the Project Team members will actively promote the OURCOAST project.

**E-Newsletter**

OURCOAST will publish a three-monthly electronic newsletter (starting within three months after formal approval of the Inception Report), provisionally called “OURCOAST News”. This newsletter will be promoted and distributed by established professional newsletters such as EUCC Coastal & Marine E-News, and directly through the OURCOAST mailing list (see mailing list below).

OURCOAST News will contain at least the following sections:

- **Editorial**
  An article by the Project leadership or a guest editorial commenting on recent progress of the Project, the socio-political relevance of our work, and/or upcoming challenges.

- **Inside OURCOAST**
  Articles on recent OURCOAST achievements or events.

- **Topical Issues**
  EU/National/regional issues, news relevant to OURCOAST of specific interest to the readership.

- **Events & Announcements**
  Information on upcoming events, new documents to download, personnel changes etc.

The e-newsletter will be as light as possible with a pleasant but unsophisticated layout in several colours. The inclusion of low-resolution pictures is possible.

The newsletters will be produced in English and at least two issues (e.g. begin of year 2 and begin of year 3) when relevant milestones will be attained (e.g. the launch of the ICZM database of case studies) and to widely announce the Final stakeholder conference event (start year 3) the newsletter will be produced in all ten selected languages.

An Editorial Team with representatives of the Project Team and the European Commission will be established. In order to harmonise the style of the newsletter, the Editorial Team will agree
on guidelines for the newsletter before launching it. The European Commission will give the final approval of the English version, so that the translations can be done.

All newsletters will be archived on the OURCOAST website and be made available in PDF format and can be downloaded as well. The style of the newsletter and the structure of the sections might change during the Project to face upcoming communication needs.

**Participation in external expert, stakeholders events**

All partners will be encouraged to watch out for national and international (in particular European project initiatives such as interregional cooperation projects co-funded by INTERREG) stakeholder and expert events that provide good opportunities for spreading information on OURCOAST objectives, activities, and results. This can be done by giving poster or power point presentations or simply networking among participants. With that aim, a draft list is being set up to provide an overview over such types of upcoming dissemination opportunities as a tool for planning and monitoring participation. This table will be updated regularly.

In order to harmonise presentation style and avoid double work, a standard power point presentation and template have been drafted and made downloadable for Project Team members from the internal website. This presentation can be used and adapted by anyone of the team who is to give a presentation – it provides basic information about OURCOAST for general use.

**Mailing list**

A mailing list of contacts of a core target audience will be established and maintained up-to-date during Project development. The list will include information as the organization, contact person and contact details. It will be based on the collection of new and existing lists of contacts of EC DG ENV-ICZM of practice (e.g. Coastal & Marine Union (EUCC), Coastal Practice Network) and expert networks (e.g ENCORA network) that are known and have been involved in other project networks and initiatives institutions.

The List will be prepared in Excel format and will be frequently updated. The feedback mechanism section of the website (WPB) will allow the subscription to the mailing list, by filling in the online form, in order to receive the E-Newsletter and other announcements related to the project and ICZM.

The mailing list will be self-maintained, allowing the number of contacts to increase even after the end of the Project.

The compilation of this list will take into account the EC Regulation (No. 45/2001 of the European Parliament and of the Council) – on the protection of individuals with regard to the processing of personal data by the Community institutions. For this purpose a link to the E-Privacy Statement (that will be made available at OURCOAST website – WP B) and the following text in all communication activities such as e-news will be included, as follows:

**Note:** The personal data enclosed in the contact list will be only used for the purposes of the European Commission – DG Environment ICZM initiative OURCOAST. Should you wish to be removed from the mailing list, please send an e-mail to: info@ourcoast.eu.

**Final Stakeholder Conference**

During Autumn 2011, one stakeholders conference will be organised in one of the Baltic States e.g. Latvia. Its purpose is to present final results of the project and engage the interested public and members of relevant European institutions. At this conference the results and final report
will be presented and its contents discussed. We will establish a contact and address data base of institutions, disseminate invitations, find appropriate premises including equipment, and provide information and support to participants.

The Conference will be free of charge for all participants (anticipated number of participants: 300).

The logistic preparations will start during the second year of the project, however announcements will be done previously so that the coastal community will be aware of this event.

### 7.4 Deliverables

The output of WP F are summarized in the table below (planning is indicative).

<table>
<thead>
<tr>
<th>Subject</th>
<th>Description of output</th>
<th>planning</th>
<th>languages</th>
</tr>
</thead>
<tbody>
<tr>
<td>website</td>
<td>Description of the OURCOAST project</td>
<td>In agreement with planning WP B Id.</td>
<td>Ten selected languages</td>
</tr>
<tr>
<td></td>
<td>Improving attractiveness of website</td>
<td></td>
<td>Menu of website in ten languages</td>
</tr>
<tr>
<td>Mailing list</td>
<td>Database of at least 3000 recipients</td>
<td>During the whole project duration</td>
<td>English</td>
</tr>
<tr>
<td>Leaflets</td>
<td>Basic information on Project</td>
<td>Feb 2009, Oct 2009, 2010 and 2011</td>
<td>English, German, and French</td>
</tr>
<tr>
<td>Brochures</td>
<td>Three thematic brochures giving intermediate Project results and one final brochure with Project’s conclusions</td>
<td>Two in 2010; one in 2011; final brochure: end of 2011</td>
<td>English; Executive’s summary of final in ten languages</td>
</tr>
<tr>
<td>Media activities</td>
<td>2 standard articles for media on regional / local and 2 on (inter-)national level</td>
<td>2010 and 2011</td>
<td>Ten languages</td>
</tr>
<tr>
<td>CD-ROM/DVD</td>
<td>Compilation of all promotion material available in electronic format</td>
<td>End of project</td>
<td>As produced</td>
</tr>
<tr>
<td>Final Conference</td>
<td>Stakeholder’s conference for final feedback on Project’s output</td>
<td>Autumn 2011</td>
<td>English (depending on the invited speakers)</td>
</tr>
</tbody>
</table>

All promotion materials – templates and products produced during the project lifetime will be archived and provided to the EC DG-Environment at the completion of the Project (in electronic format and/or printed version when available).
8. Project management

8.1 Organisation

An overview of the overall organization of the team is provided in the scheme below:

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**Project Team**

The members of the Project Team all hold specific responsibilities for fulfilling the contract requirements. The Team Leader has an overall responsibility for managing the contract and the work carried out in the different teams. Deputy Team Leaders are responsible for specific Work Packages as described in the scheme below:

<table>
<thead>
<tr>
<th>WP A Cases</th>
<th>WP B Database</th>
<th>WP C Analysis</th>
<th>WP D Inventory</th>
<th>WP E Guidance</th>
<th>WP F Dissemination</th>
<th>WP G Recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Responsible: Alan Pickaver</td>
<td>First Responsible: Bernd Heinichen</td>
<td>First Responsible: Annemie Volckaert</td>
<td>First Responsible: Annemie Volckaert</td>
<td>First Responsible: Rob Steijn</td>
<td>First Responsible: Maria Ferreira</td>
<td>First Responsible: Rob Steijn</td>
</tr>
<tr>
<td>Supporting staff: Experts</td>
<td>Supporting staff: Andreas Ihlein Daniel Mrochen</td>
<td>Supporting staff: Mieke Deconinck</td>
<td>Supporting staff: Mieke Deconinck</td>
<td>Supporting staff: ICZM group of EUCC experts Patrycja Czerniak</td>
<td>Supporting staff: Carlo Della Libera</td>
<td>Supporting staff: Project Team</td>
</tr>
</tbody>
</table>
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Experts Group

Members of the Expert Group have been carefully selected. They provide their input under the direct guidance of the EUCC (WP A). Their principle task is to bring together the cases and to take care of validation and translation.

Advisory Group

To produce the best results and outcome of the Project, there is a need for advice and guiding from outside the Project Team. Therefore, an Advisory Group (AG) is formed consisting of three renown ICZM senior experts from ARCADIS (2) and EUCC (1):

- Dr. Paul Vanhaecke – Director ARCADIS
- Drs. Albert Salman – Director EUCC
- Ir. Jan van Overeem – Director ARCADIS

The Advisory Group is not a steering group in the sense that it can change the deliverables and outcome of the Project. The Advisory Group will function on the basis of the interest of both the group members and the realization of the Project plan. They will give their input as much as practically possible together with the Steering Committee that has been formed on behalf of the European Commission. In that way, the Steering Committee and the Advisory group can share each others ideas on a high level.

EU’s ICZM Expert group

All groups included in the Contractor’s team will cooperate closely with the objective to ensure success of the Project. The European Commission is expected to give feedback to the OURCOAST project team during the project and progress meetings. In addition, the OURCOAST team is hoping to get feedback from the EU’s ICZM Expert Group on the Project, particularly on the case studies (WP A), the analysis (WP C) and guidance (WP E), as follows:

- After formal approval of the Inception Report, the Project Manager after approval from DG Environment, will send a Letter to the members of the ICZM Expect Group with general information about the Project and its main objectives;
- A list of collected cases will be sent to the members of the ICZM Expect Group in November 2009 with a request to receive their feedback including suggestions for additional cases;
- Whenever necessary, members of the ICZM Expect Group may be asked to assist in possible “problem cases”;
- The results of the Detailed Analysis (WP C) to be checked by members of the ICZM Expect Group; for this purpose a memo describing analysis and the results will be sent to the ICZM Expect Group;
- Draft guidance (WP E) will be sent to the members of the ICZM Expect Group with the request for their feedback.

8.2 Detailed Project Time Table

The Project Time Table gives in detail the deadlines for the specific activities that have been mentioned in this Inception Report. In the A3-Table on the next page, it is assumed that the final version of the Inception Report will be approved in June 2009. All activities will start after this month of approval (M6). Note that M1 was the formal date of Project commissioning (January 2009).
## Project Time Scheme

### Indicative months

<table>
<thead>
<tr>
<th>Task</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>M1-M5 Inception Phase</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>M6 Start Point</strong> (assuming that by then the Inception Report will be accepted by the EC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Work package A (collection of cases)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1: collection of 150-200 case studies</td>
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<td>Inclusion of results from other Work Packages</td>
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### Work package A
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**

### Work package B
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**

### Work package C
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**

### Work package D
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**

### Work package E
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**

### Work package F
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**

### Work package G
- **June**
- **July**
- **August**
- **September**
- **October**
- **November**
- **December**