USING MANAGEMENT OBJECTIVES AS THE DRIVERS FOR DECISION MAKING & IDENTIFYING, CHARACTERIZING AND MANAGING STAKEHOLDER ENGAGEMENT
An objective is a statement of what you are trying to achieve through your coastal and marine spatial plan

☑️ the most important decision you will make in the planning process

☑️ multiple use areas require multiple objectives

☑️ all objectives may not be compatible with one another, will require weighting and trade-offs

☑️ you may not achieve this, but should be realistic – this is a target
Developing Objectives

What do you want to achieve as a result of your marine spatial plan?

Objectives can include multiple interests:

- conservation-based objectives
- socioeconomic objectives
- governance objectives
- cultural objectives
Defining Objectives -- “SMART” Objectives

Objectives are specific statements detailing the desired accomplishments or outcomes of your marine spatial plan activities.
EXERCISE 6.1 - Building Objectives for Place-based Marine Planning
EXERCISE 6.2 - Mapping Uses of the Coastal and Marine Environment
EXERCISE 6.3 - Understanding Uses of the Coastal and Marine Environment (adding dimension)
What do we mean by stakeholders?

Key Definition: Stakeholder

Groups and individuals who are directly or indirectly affected by the objectives and implementations of an effort - a project or program involving managed areas. They could be implementers, recipients of benefits, advisors, managers, technical experts, and those who are responsible for CMSP response-related project results.
When is the best time to start engaging stakeholders?

✓ before or after characterizing the site?
✓ before or after developing objectives?
6.2: Identifying, Characterizing and Managing Stakeholder Engagement

Understanding Stakeholders and Their Relationship to Your Management Area

Identifying and characterizing stakeholders early on will help to inform the planning team when making decisions about which stakeholders to involve and how to involve them in the planning process.
Stakeholder engagement is an *ongoing process* of involving interested parties in assessing, planning, and implementing coastal and marine spatial plans.

Involving stakeholders at *every stage* of the planning process ensures that their perspectives, knowledge, and support are included. At the very least they should be informed of the process and brought in at key decision-making points that may have a direct or indirect impact on them.

The more *buy-in* from stakeholders — the more sense of “ownership,” that is — the more successful the implementation of your plan will be in the long term.
The objective of bringing together different stakeholders should not be to achieve compromise, but to collaborate and agree on solutions acceptable to all (IMSP).

Why build a stakeholder team?

Key Participants in CMS Planning:
- Interest groups
- Local community-level partners
- User groups
- Government partners
- Technical experts
- Resource management organizations
<table>
<thead>
<tr>
<th>Level</th>
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**Goal**

- Inform: To provide balanced and objective information in a timely manner.
- Consult: To obtain feedback on analysis, issues, alternatives and decisions.
- Involve: To work with the public to make sure that concerns and aspirations are considered and understood.
- Collaborate: To partner with the public in each aspect of the decision-making.
- Empower: To place final decision-making in the hands of the public.

**Promise**

- Inform: "We will keep you informed."
- Consult: "We will listen to and acknowledge your concerns."
- Involve: "We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."
- Collaborate: "We will look to you for advice and innovation and incorporate this in decisions as much as possible."
- Empower: "We will implement what you decide."
How to Select Members of Your Team(s)

Roles and Responsibilities of the Team

A team should engage in the following five basic stages of work—effectively the CMSP planning team’s Five Milestones:

1) Conduct a study of current human uses, impacts, and conflicts; and of projected uses, impacts, and conflicts.
2) Identify priority planning areas for action, based on your study.
3) Set goals and objectives and develop your plan.
4) Implement your plan.
5) Measure your progress and update your plan.
6.2: Identifying, Characterizing and Managing Stakeholder Engagement

Developing a Stakeholder Engagement Model for Your CMSP Process

- MANAGEMENT TEAM (moves process forward)
- COMMUNICATION TEAM (keeps the public informed)
- IMPLEMENTATION TEAM (ensures plan is mobilized)
- EVALUATION TEAM (evaluates effectiveness)

ADMINISTRATIVE SUPPORT
INFORMATION SUPPORT
TECHNICAL SUPPORT
EXERCISE 6.4 - Identifying, Characterizing and Managing Stakeholder Engagement