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# The Project Book

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14.3 is the Message!

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This publication is an originally curated joint work, authored by Eglė Obcarskaitė, Laura Klimaitė and Anthony Jay Olsson. It has been created as a site specific document especially for the project I4.3.

Inspiration and thanks directly from the authors goes to Carolyn Christov-Bakargiev, Curator, Writer and Artistic Director of dOCUMENTA (13) for her curation and thoughts which were a constant throughout the project.

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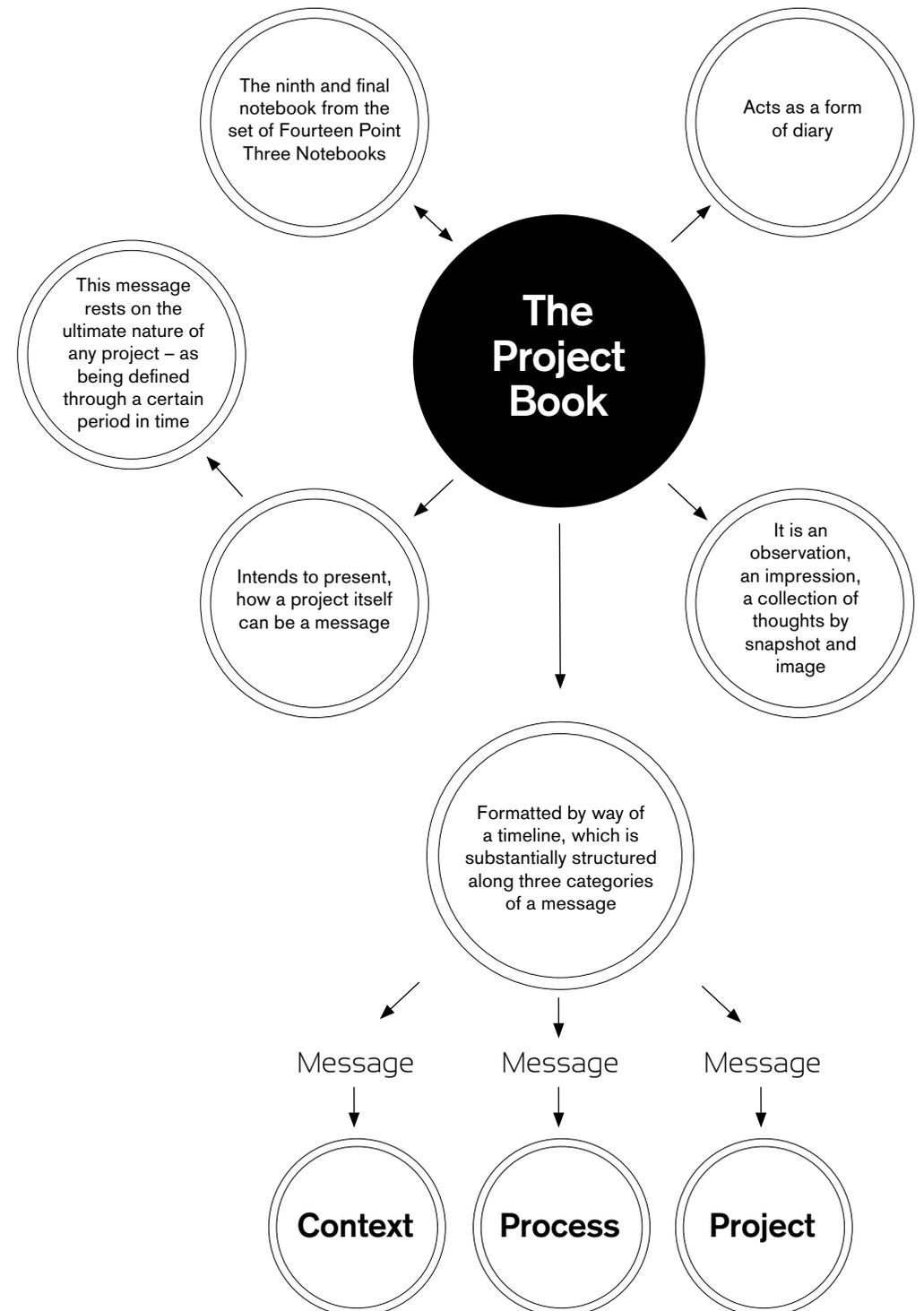
1 The undertitle for this book was chosen to reference "The Medium is the Message" – a phrase coined by the Canadian cultural and media theorist Marshall McLuhan which he introduced in his book *Understanding Media: The Extensions of Man*, first published in 1964. While the authors of The Project Book refrain themselves from a deeper analysis of this metaphor as one methodological underpinning of their editorial practice, they would like to highlight that taking this particular discourse as a source for inspiration nevertheless emphasizes the importance of an inter-disciplinary approach within their undertaking.

Prepared

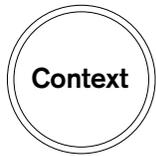
Safety Reflector "Prepared with 14.3 and EUSBSR" – Artifact of the EUSBSR flagship project 14.3



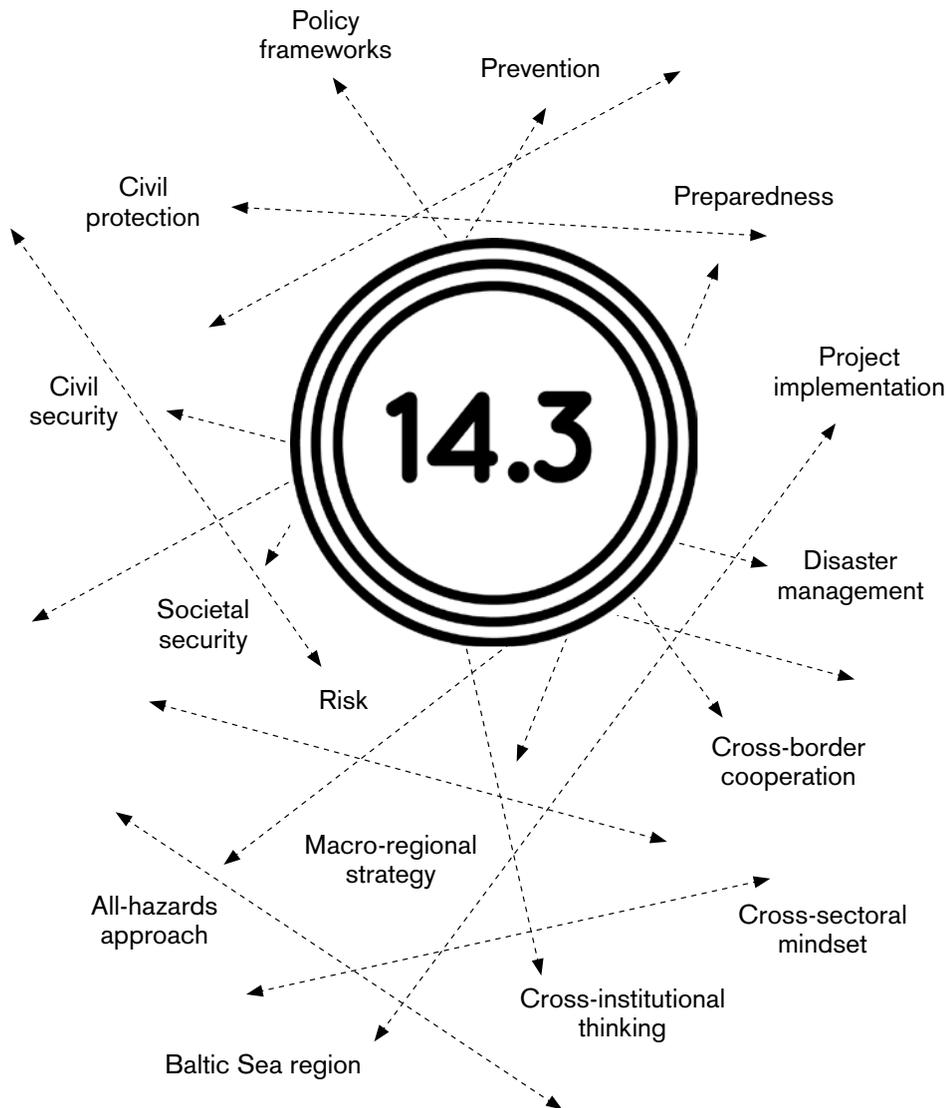
## Introduction



Message →



“ You never act in a vacuum. Your decisions and actions are informed by situations and relations. Understanding and embracing them can empower your actions, enabling them to reach out further. ”



## Communicating Risk Scenarios and Civil Security in the Baltic Sea Region

14.3 is a macro-regional cooperation project implemented by civil protection operators in the Baltic Sea region. Its aim to develop scenarios and identify gaps for all main hazards in the Baltic Sea region can only be achieved through the means of enhanced cooperation.



At the end of January 2012, my Principle Officer and I stood in front of a room of civil protection experts and outlined how we envisaged our particular Lead Partner function and our communication plan in terms of the forthcoming project – number three in a list of projects under the then priority area number 14 of the European Union Strategy for the Baltic Sea Region.

However, before we could commit ourselves to a solid communication plan we had to negotiate a new and unfamiliar terrain of definitions.

No lexicon could define exactly what we ourselves understood as risk. How does one assess risk? Risk itself is a relative and abstract term. How does one delineate and constitute risk and differentiate amongst risks? Risks are by nature variant, calculated and circumspect and no matter how prepared one is the threat and vulnerability of residual risk will always remain. Risk in its broadest sense can be tangible or partial, immediate or remote, likely or one in a million. How does risk itself interplay with security? What is security anyhow and how can security be rationalized in societal terms? What is the difference or relationship between security and safety? Is safety subjective or objective? How broad a termage can one apply and how will that application denote approach? Can the approach taken be merely methodological or does ones approach need to be formulated in a more perceptible manner? Is risk just a perception or standpoint? Can one be philosophical towards an eventuality or when averting emergency does one need to be pragmatic? Is pragmatism enough?

We had a myriad of questions and our conversations pondered numerous angles. We agreed on adopting an all-hazards approach throughout. The Task Groups had already been divided by topic with one taking an encompassing position and the three others looking at specifics by subject.

In our function as Lead Partner our own conversation evolved. Taking a look at our organisation and our historical strength in macro-regional civil security we systematically analyzed what each of our branches focused upon. How did we structurally enable a distinction between Civil Security and Civil Protection? How did these match the EUSBSR distinctions in relation to the Priority Areas? Our conversation was interwoven by our other work and network relationships towards the numbered PAs 13, 15 and to some extent 12 which would later be renamed PA Safe, PA Crime and PA Health and naturally the as yet formulated PA Secure which developed out of PA 14. When we discussed maritime surveillance

how did that interact with our work on counter trafficking? How did we tackle questions of preparedness from a cohesive position? Did Member States value and grade emergencies and therefore the necessities of preparedness in the same way? Would there be opportunities for synergy between practices or were the levels of capacity, burden of risk, willingness and viewpoint too diverse. What about prevention?

The interconnected notions of safety, security, protection and society would ultimately be honed by our adoption of societal security and its interrelation with our own Directors General Civil Protection Network which is affiliated to the CBSS. The link towards the EU Civil Protection Mechanism and our utilization of this mechanism within the implementation of our project 14.3 would serve as a cornerstone for the work.

Risk of course can be assessed on a local level, local/regional level and in each of our Member States on a national level. The extra mileage to assess risk on a macro-regional level or indeed on a European level in this context had not been estimated before. It was a paradigm shift. Language and understanding would prove critical in the development of a common conceptualization of thinking. This is the area where we really came forward seeing a gap in understanding that needed tending.

We also saw a need to not only conceptualize these questions and thoughts but also to contextualize them within our lived multi-lateral, inter-governmental bubble. Communicating risk gaps and the importance of identifying them, then addressing them would first have to focus on communicating what defined risk in general and what constituted a gap.

Insurance against an emergency or mitigation of the consequences of the event are both actions aimed squarely at dealing with a calamity but one needs to happen before and the other usually happens during the event. Before one can insure against something one must conceptualize a risk and then grade its consequence on a value system. To mitigate the consequences one must envisage a worst case scenario – how far will a set of probable or potentially small, usually incremental instances, develop over time (with the right conditions). This task necessitates scenario development. To develop a scenario one needs imagination. Calamity is usually imagined before it is experienced. One can only prevent something or act on something if that something can be envisaged. Before and during emergency events are important time shots but what happens after depends on the behaviour of the calamity whilst it is actual. It is the study of these types of emergency hazard behaviours and likely scenarios that provided a crucial frame for the project and its outcomes.

These behaviours and scenarios would need to become macro-regional. How would this be done and what action would be taken was left to the Task Groups but underlying communication of the risks would be drawn and collated by the Lead Partner function.

Book nine thus documents the before, during and potential after of 14.3 as a tool to tackle the obstacles of an all-hazards approach and a possibility to shift understanding into a macro-regional vision.

It is my pleasure and honour to be sharing with you this vision of cooperation through our ninth book – our Project Book in particular, and the Fourteen Point Three Notebooks in general.

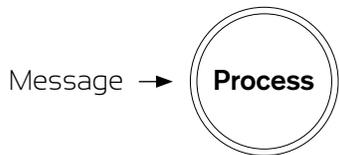
### **Anthony Jay Olsson**

Head of Media and Communications for the Council of the Baltic Sea States Secretariat  
Coordinating Beneficiary and Lead Partner Team for the European Union Strategy for the Baltic Sea Region (EUSBSR) flagship project 14.3  
Member of 14.3 Project Steering Group and Task B Leader for Publicity

Stockholm, Sweden  
June 28th 2013

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**14.3 – Develop scenarios and identify gaps for all main hazards of the Baltic Sea region in order to anticipate potential disasters, thus enabling a rapid and effective EU response through the Community Civil Protection Mechanism co-financed by the EU Civil Protection Financial Instrument**



Process highlights cooperation, as cooperation is always processual.

Projects are about here-and-now cooperation, an opportunity of formation and cohesion which has never happened before.

“ Finding your own best way to organise a multilateral and complex cooperation, is a challenge in its own right. ”



## “The bottom line is to protect people”

“ To coordinate an EUSBSR Flagship Project means seeing the big picture. A flagship project coordinator trusts each project partner and the leaders of individual tasks in their substance related work, while maintaining the overview and keeping the whole project as one organic structure. It is the coordinator’s task to oversee how all the small puzzles fit together to form that picture. ”

“ On a day-to-day basis, we support all the partners of the project while at the same time making sure that overall administration of the project is sound and in line with the EU standards. But it is not only about pure administration. In a project like 14.3 you are working within a diverse and interesting group of people who are contributing to human security in our region. Thus each day you are reminded that the bottom line of these activities is clear and fundamental: it is to protect people. This is why the work within this project excites me. ”

“ Civil protection activities in the Baltic Sea Region pose interesting questions on how to ensure that the wellbeing of our people is being taken care off in an extreme situation like a major emergency. These situations can have devastating consequences on individual and societal level. ”

“ We want to encourage people to think macro-regionally. This means thinking bigger than their own country. We are talking not only about practical obstacles in providing information and assistance across borders. There are socio-psychological obstacles. When it comes to safety issues, you always think about your own immediate environment first: your family, relatives, and friends. Then you think about the safety of your country. The challenge is to be able to project the same level of concern on to a larger group, a macro-region. ”

“ You can never be too prepared. Some of the lessons learnt in 14.3 are that our region faces new challenges, such as those posed by extreme weather. We all know that practice makes perfect and a major emergency requires a level-headed response. That response should be based on knowledge and form the basis of practiced procedures, in order to enable you to know what to do and whom to call whenever something major happens. ”

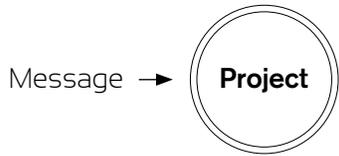
“ The greatest thing in this project, however, is that it is not only about practical work in civil protection. The 14.3 project was conceived as a sort of a laboratory in order to see how far such a cross-border cooperation could go. It was designed to go further than just a one time workshop: it silently aims at being a good example of what a macro-regional cooperation may achieve. Therefore as an end result we want something greater than the sum of the individual parts of the project. ”

**Nanna Magnadóttir**

Senior Adviser at the Council of the Baltic Sea States Secretariat  
Project Manager of the EUSBSR flagship project 14.3 (Task A Leader  
Management and reporting to the European Commission, DG ECHO –  
Directorate General for Humanitarian Aid and Civil Protection)

<sup>2</sup> European Union Strategy for the Baltic Sea Region

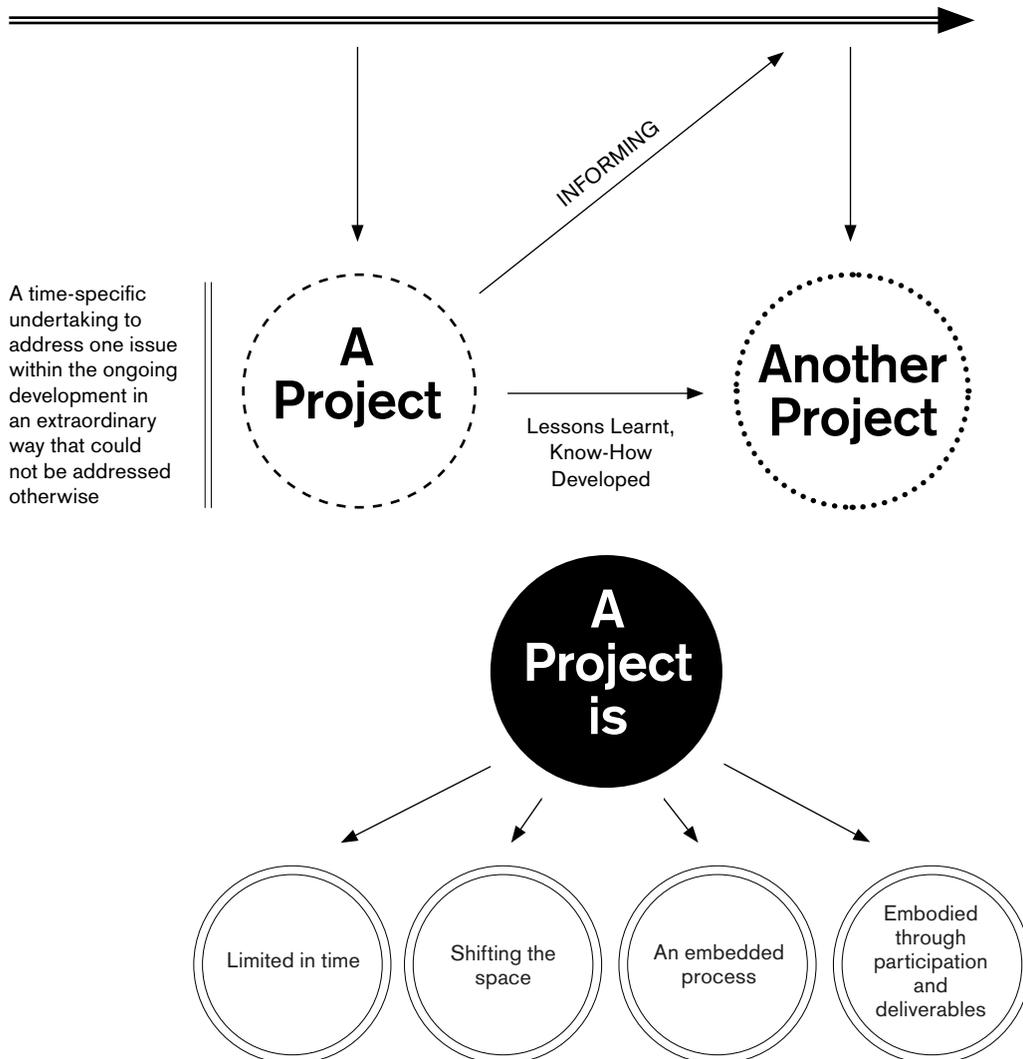
<sup>3</sup> Council of the Baltic Sea States Expert Group on Nuclear and Radiation Safety



“ A project is a moment in time when an opportunity is given to address specific concerns in other ways than usual – geographically, methodologically and partnership wise, to mention but a few. ”

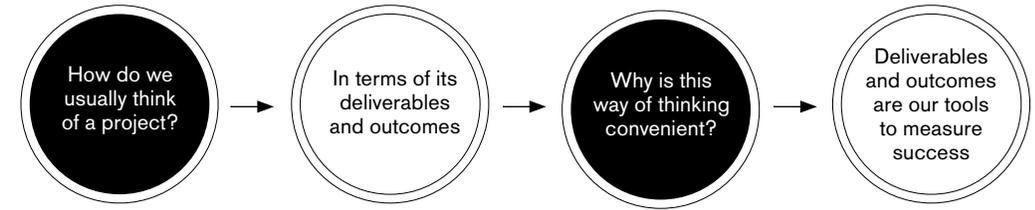
## The Flow

Continuous development of your field of work



## Formulating the Message of a Project

“ I will remember the last 18 months as one exciting and unexpected journey. ”\*



Deliverables & Outcomes are → **INDICATORS** → But what are they actually?

### The Project Book

Will invite you to think of a project as a deliverable itself

To not forget that the experience of running a project is a valuable deliverable and outcome of a project itself

To collect know-how and methodologies for them to be further applied in other projects

Within the overall flow of work, you indicate that there is a specific concern that can be addressed in a concrete period of time and place, by a particular group of people.

How a project comes about?

**It is created as it drops out as a singular time and site specific activity** that is informed by your general priorities and interests. It has the power to influence those priorities back.

A project is defined by

**LIMITATIONS**

Limited in

Time Budget Space

Limitations mean that the format and planning of the project has to be carefully thought of and strategically supported.

A project is worth the effort if it is seen as a **strategic** activity

Don't forget it is a nomadic book. It does not subscribe to one scheme of rationality

How many people who implement projects, actually do systematize their findings in the management of the project publicly, beyond a bureaucratic report? Why not do it?

In what follows next you will find some snapshots, proposals, captures of what we, the management and communication team will be taking away from this project.

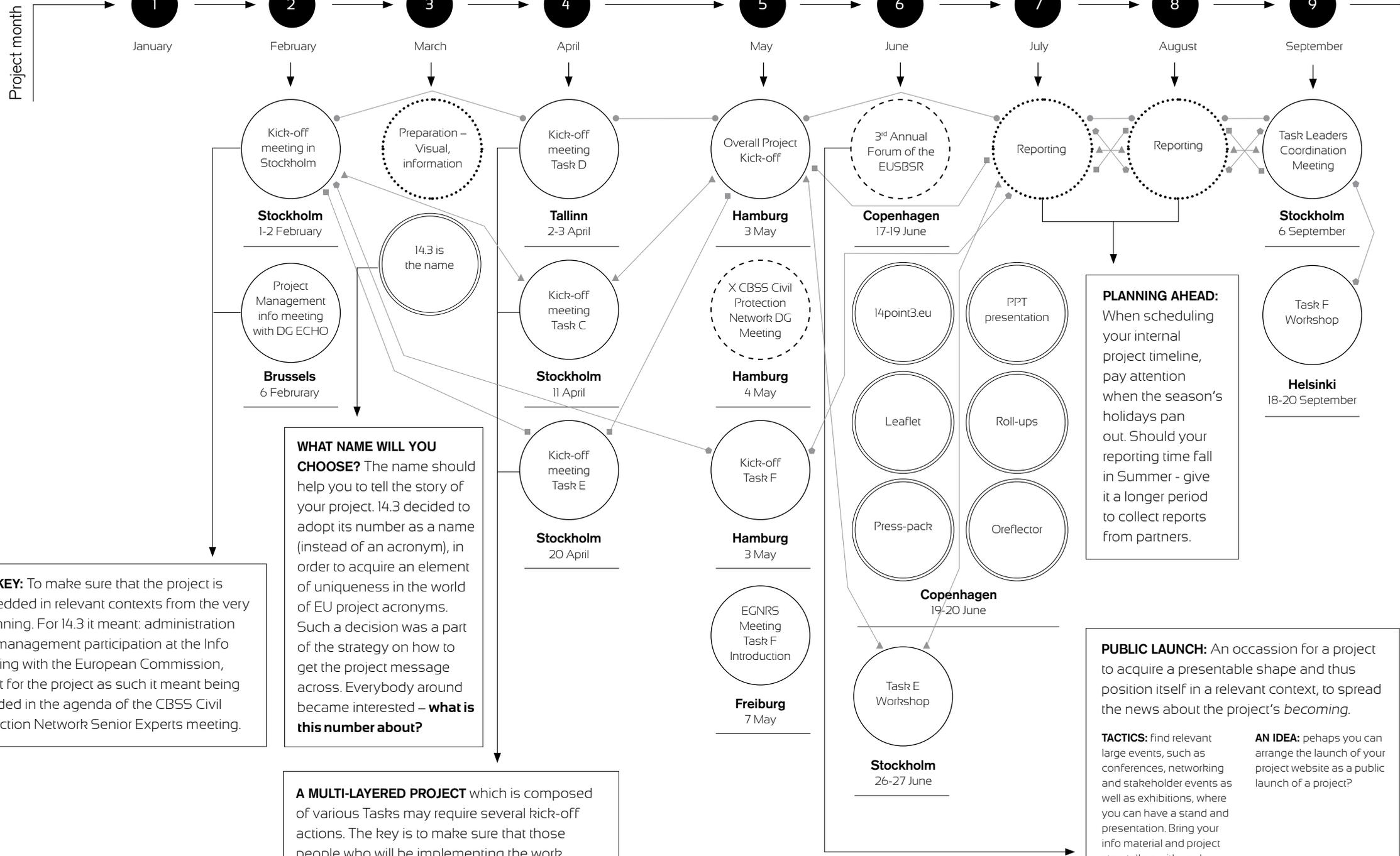
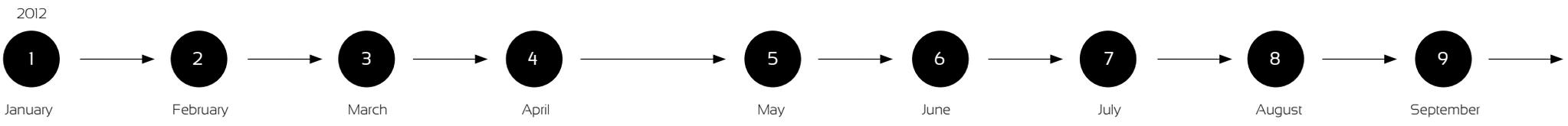
Some methods and activities were less successful than others, but overall, many lessons were learnt. We are taking these with us, and we wish to share them further. If project based cooperation has become one of the main modus operandi of many public institutions, then there is a need for an operational and critical project experience discourse to support and develop project based activities. This is our first attempt to create one for civil protection cooperation projects in the Baltic Sea region.

\* Eglė Obcarskaitė Communications & Project Officer, Council of the Baltic Sea States Secretariat Officer for Task A (Management) and Task B (Publicity) of the EUSBSR flagship project 14.3

It is not meant to teach. It is meant to inspire.

It creates project subjectivity (which is a process), instead of creating project identity (which is a fixed status quo)

# Project as a timeline



**WHAT NAME WILL YOU CHOOSE?** The name should help you to tell the story of your project. 14.3 decided to adopt its number as a name (instead of an acronym), in order to acquire an element of uniqueness in the world of EU project acronyms. Such a decision was a part of the strategy on how to get the project message across. Everybody around became interested – **what is this number about?**

**A MULTI-LAYERED PROJECT** which is composed of various Tasks may require several kick-off actions. The key is to make sure that those people who will be implementing the work together, can meet and get to know each other as well as their common aims within the project.

**THE KEY:** To make sure that the project is embedded in relevant contexts from the very beginning. For 14.3 it meant: administration and management participation at the Info meeting with the European Commission, whilst for the project as such it meant being included in the agenda of the CBSS Civil Protection Network Senior Experts meeting.

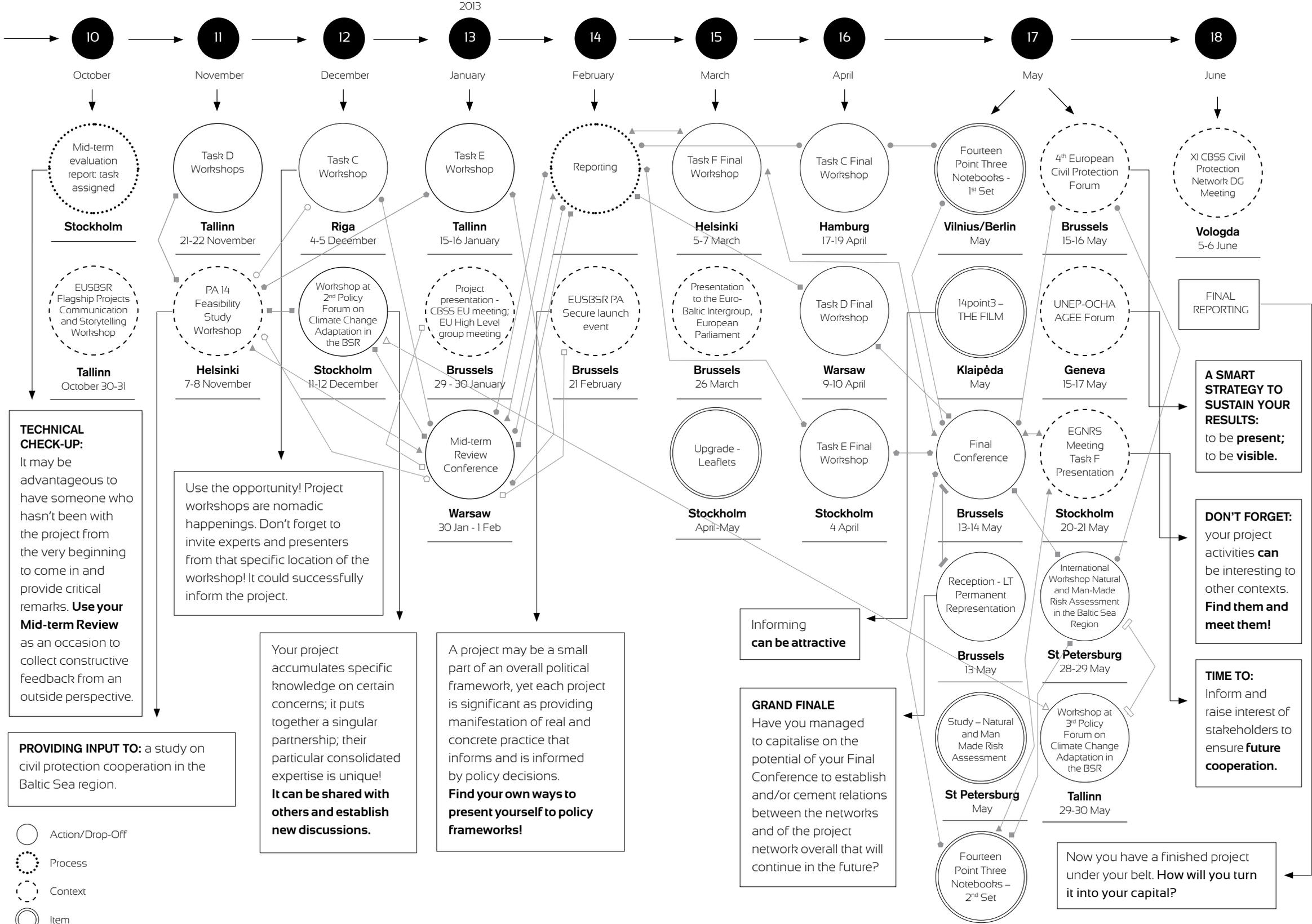
**PLANNING AHEAD:** When scheduling your internal project timeline, pay attention when the season's holidays pan out. Should your reporting time fall in Summer - give it a longer period to collect reports from partners.

**PUBLIC LAUNCH:** An occasion for a project to acquire a presentable shape and thus position itself in a relevant context, to spread the news about the project's *becoming*.

**TACTICS:** find relevant large events, such as conferences, networking and stakeholder events as well as exhibitions, where you can have a stand and presentation. Bring your info material and project storytellers with you!

**AN IDEA:** perhaps you can arrange the launch of your project website as a public launch of a project?

- Action/Drop-Off
- ⦿ Process
- ⋯ Context
- ⊖ Item



**TECHNICAL CHECK-UP:**  
It may be advantageous to have someone who hasn't been with the project from the very beginning to come in and provide critical remarks. **Use your Mid-term Review** as an occasion to collect constructive feedback from an outside perspective.

Use the opportunity! Project workshops are nomadic happenings. Don't forget to invite experts and presenters from that specific location of the workshop! It could successfully inform the project.

Your project accumulates specific knowledge on certain concerns; it puts together a singular partnership; their particular consolidated expertise is unique! **It can be shared with others and establish new discussions.**

A project may be a small part of an overall political framework, yet each project is significant as providing manifestation of real and concrete practice that informs and is informed by policy decisions. **Find your own ways to present yourself to policy frameworks!**

Informing can be attractive

**GRAND FINALE**  
Have you managed to capitalise on the potential of your Final Conference to establish and/or cement relations between the networks and of the project network overall that will continue in the future?

**PROVIDING INPUT TO:** a study on civil protection cooperation in the Baltic Sea region.

Now you have a finished project under your belt. How will you turn it into your capital?

**Project as a timeline enables**

To talk about a project from its very beginning

To valorise the process of a project itself

To recognise the work and acquired know-how of all actors that have had a role in the project (including project administration & management, as well as internal communication)

To identify, capture and thus apply further the developed know-how for building methodologies in future cooperations

To turn project management lessons-learnt into sustainable practice that will be applied in further projects and similar undertakings

## I – Setting the Scene

### Talking Points:

- Getting Down to Draw the Organisational Scheme
- Kicking-off at Every Level
- Policy Context
- Shaping up to get Discovered
- Artifact
- Info Kit



## Time to: Place Yourself within an Opportunity

An old proverb has it:  
As you make your bed, so must you lie in it!

If one single goal were to be set at the starting phase, it is

When thinking of a project as a deliverable, ensure that the path is clear to make every single step count from the beginning of project's lifetime.

At the end of it, this will be useful when lessons-learnt are to be collected and guidelines for future projects should be drawn.

But first, it will help to make sure that the partnership organises kick-off the activities successfully.

### FOR ALL PARTNERS TO GET ON THE SAME PAGE

You may have had defined the project outline in the proposal phase already, but this does not mean that each and everyone in the partnership has conceptualised the exact same vision of the project.

**Getting on the same page for practical matters** can and should be achieved as early in the project as possible.

### CHALLENGE

As the definition of an international project suggests, its partnership is constituted of institutions from various countries.

This means that while there is a common goal for this specific time-framed undertaking (as it is formulated and agreed upon by all partners in advance), it may well be the case that each partner signed it off as informed by their own singular organisational vision.

Yet addressing the differences while trying to find a common motivation towards the set project goal can not only strengthen one's understanding of their partners' position within the project and that of their own, but it can also inform and thus facilitate cooperation between partners in the future.

It is unlikely that articulations of these visions would easily merge in the first months, or throughout most of the project for that matter.

### TOOL KIT

#### Template for administrative information

with general administrative & financial information and dates-to-note for all partners

#### Project Network & Contacts Matrix

a well-structured contact mailing list, explaining role of each partner

#### A chosen online platform for document/ information sharing

may be within an existing web platform of one of the partners, but also may be any other open source website

#### Adopted information exchange procedure

e.g. regular newsletter or regular updates on project activities

This all should be shared at an actual **meeting of all those participating in the project.**

To work over distance it is easier with people whom you have actually met in real life.



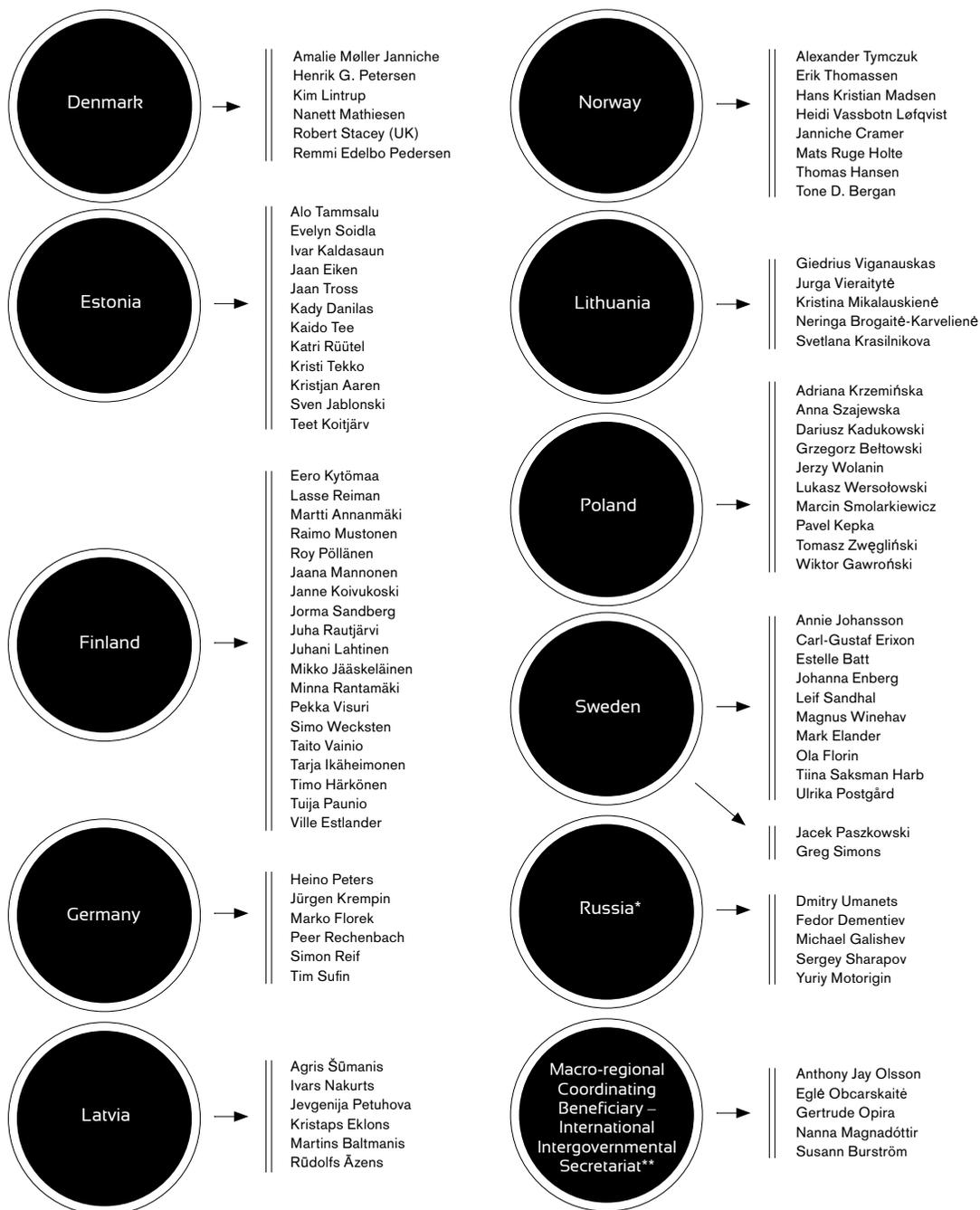
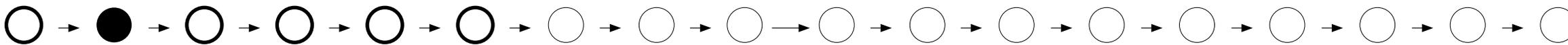
Don't forget to invite administrative and financial officers to the kick-off!



### 14.3 KICK-OFF MATRIX

Context	Process	Project
<ul style="list-style-type: none"> <li>Placement within the context through presentation: CBSS Civil Protection Network</li> <li>EU Strategy for the Baltic Sea Region (informing political context)</li> <li>EU Civil Protection Network, and DG ECHO as a supervising organ of the donor (informing political, managerial and thematic context)</li> </ul>	<ul style="list-style-type: none"> <li>Organisational scheme distributed/shared</li> <li>Network within partnership defined and adopted (contact persons, administrative and overall management procedures)               <ul style="list-style-type: none"> <li>Tasks re-visited</li> <li>Project Mailing List</li> <li>Project Extranet</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Communication Strategy and the name of the project</li> <li>Creating project visual identity – i.e. an externally transmittable identity of the project               <ul style="list-style-type: none"> <li>Internal project visual templates</li> <li>Website</li> <li>Leaflet</li> <li>Visual artifact</li> </ul> </li> </ul> <p>= EXTERNAL PLACEMENT OF THE PROJECT</p>

Official kick-off of the EUSBSR flagship project 14.3, 3 May 2012 Hamburg



FHFRS = Frederikssund-Halsnæs Fire & Rescue Service (Denmark), ERB = Estonian Rescue Board, STUK = Finnish Nuclear and Radiation Safety Authority, HFRS = Hamburg Fire and Rescue Service, Ministry of the Interior and Sports, General Directorate of Civil Protection and Emergency Management, Hamburg (Germany), SFRS = State Fire and Rescue Service of Latvia, FRD = Fire and

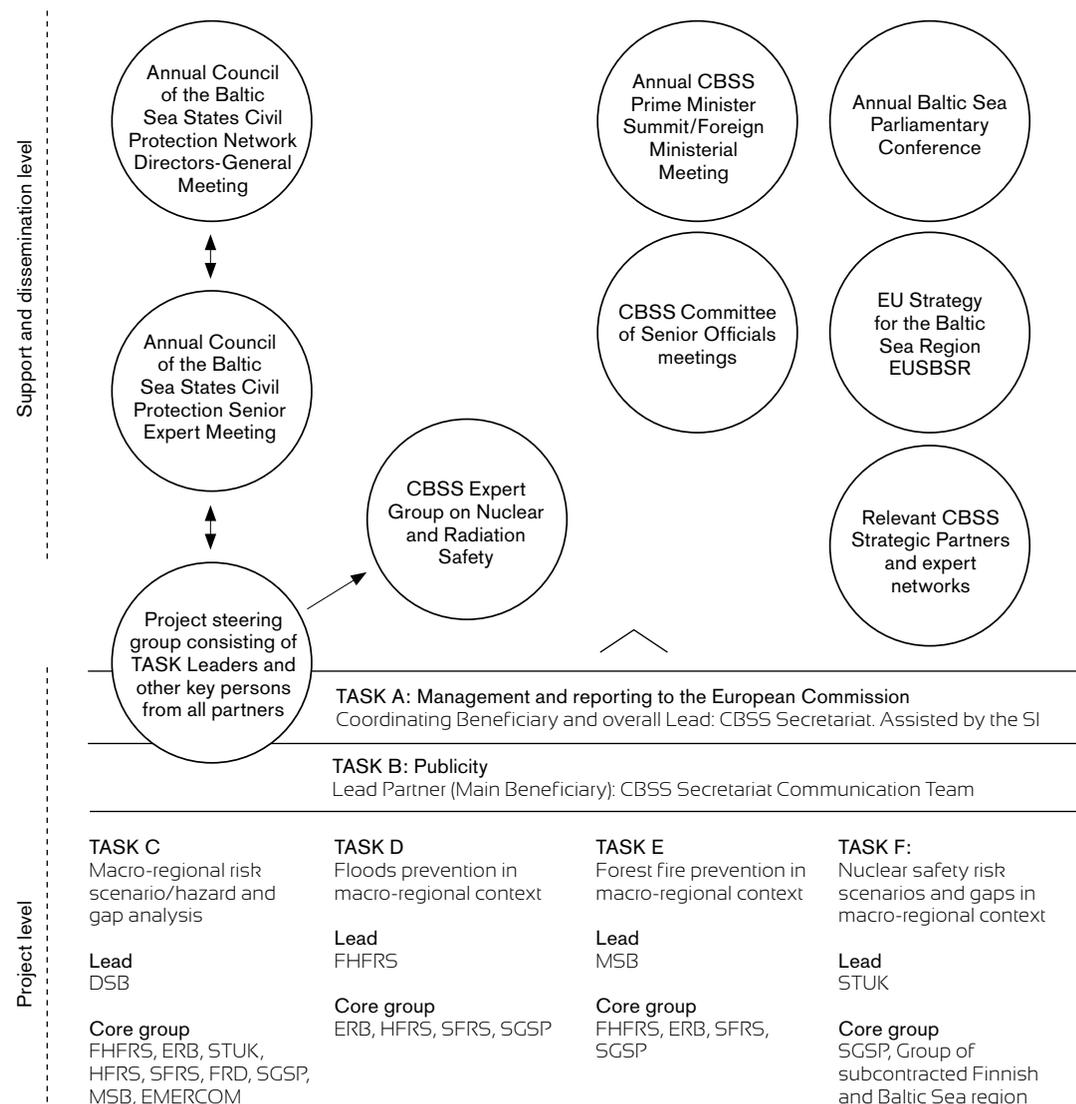
Rescue Department under Ministry of Interior of Lithuania, DSB = Norwegian Directorate for Civil Protection, SGSP = The Main School of Fire Service in Warsaw, Poland, MSB = Swedish Civil Contingencies Agency, SI = Swedish Institute, Baltic Sea Unit, EMERCOM = St Petersburg University of State Fire Service of EMERCOM of Russia

\* Participation of Russian partners was financed through an external funding scheme provided by the Swedish Institute.  
\*\* Coordinating Beneficiary was Council of the Baltic Sea States International Secretariat based in Stockholm.

## Organisation of the EUSBSR Flagship Project 14.3

Direct highest-level dissemination to relevant competent authorities

Selected high-level political support and visibility as envisaged at the beginning of the project





## Item 4: EUSBSR Flagship Project 14.3: status and future plans<sup>4</sup>

<sup>1</sup> Dr. Christer Pursiainen<sup>5</sup>, CBSS Secretariat, introduced the current status of EUSBSR flagship project 14.3. The project has funding of 660 000 EUR and is co-financed 75% by the European Commission, which has approved the project and signed the contract. The project started officially on 1 January 2012 and will run for 18 months, until 30 June 2013. It currently includes participation of 10 partners from nine CBSS Member States, with the exception of Iceland and Russia (regarding participation of Russian partners see below), and is divided into a number of tasks (A-F) focusing on different issues, each with its own Task Leader.

<sup>2-3</sup> Norway agreed that it would be a good idea to highlight these issues for the Director Generals of the Civil Protection Network. However, Norway also emphasized that in this case it is important to commence the work within the separate tasks of the project immediately anyway, so that the kick-off meeting can also function as a presentation of progress achieved so far.

In conclusion, Norway supported the idea of holding the kick-off in May, unless there were partners who felt the need for a kick-off meeting in order to begin the work.

Germany remarked that it will be important to have some sort of work plan to ensure that work gets under way in the meanwhile. Denmark and Sweden agreed.

CBSS Secretariat requested that task leaders produce work plans by the end of February.

<sup>3</sup> The Chair<sup>6</sup> concluded from the discussion that the official kick-off meeting will be held on 3 May, in conjunction with the DGs meeting. At the meeting, Task Leaders will present their respective tasks, with progress and work plans.

<sup>1</sup> Dr. Pursiainen informed that CBSS Secretariat in its capacity as Coordinating Beneficiary (Lead Partner) would be attending an administrative kick-off meeting with DG ECHO, organised for all the winning projects in the respective Call, on 6 February 2012, whereupon partner contracts will be sent out for signatures, along with individual partner budgets. Ms. Gertude Opira, Head of Administration at the CBSS Secretariat, will be attending the meeting together with Dr. Pursiainen.

He also emphasized that communication from individual partners for the European Commission regarding financial issues should go ONLY through the CBSS Secretariat.

Regarding the disbursement of funds, 60% will be disbursed up in advance immediately after signing the partner agreements, and 40% upon completion/ reporting to the European Commission and after the Coordinating Beneficiary CBSS Secretariat has received the respective balance payment.

Furthermore, Dr. Pursiainen explained that all information relating to the flagship project 14.3 will be uploaded to the CBSS Extranet.

### **Kick-off meeting for EUSBSR FP 14.3**

<sup>3</sup> With regard to the question of when to hold a kick-off meeting for all the partners of the EUSBSR flagship project 14.3, CBSS Secretariat suggested that the alternatives were either to hold it soon, i.e. in March/early April, or to begin work on the separate tasks and hold the kick-off meeting back-to-back with the Director Generals' meeting, on 3-4 May in Hamburg.

The Chair remarked that Germany would prefer holding the meeting back-to-back with the Director Generals' meeting in May, to make it more visible, both for the Director Generals and to the public.

## Kicking-Off Cooperation On Macro-Regional Risk in the Baltic Sea Region: Project 14.3

**Press Release** 18 June, Copenhagen

The public launch of the project was organised at the 3<sup>rd</sup> European Commission's Annual Forum of the EU Strategy for the Baltic Sea Region, 17-19 June 2012 Copenhagen, Denmark

The EU Strategy for the Baltic Sea Region flagship project 14.3 announces its first public presentation to take place during the European Commission's 3<sup>rd</sup> Annual Forum of the EU Strategy for the Baltic Sea Region (EUSBSR) and the 14th Baltic Development Forum Summit, 17-19 June 2012 in Copenhagen, Denmark.

The 14.3 project will be presented as an example of utilizing the framework provided by the EUSBSR for establishing functional cooperation practices of macro-regional character. It is developed in the field of Civil Security and Protection and addresses issues, which due to their cross-border nature can only be dealt with at the macro-regional level. In the given case, these are issues of risk assessment and response. The project aims to develop scenarios and identify gaps as the basis for what should become a common Baltic Sea region strategy for coping with potential man-made and natural disasters.

The focus on the macro-regional level and its chosen all-hazards approach is the novelty of 14.3 as a project, particularly to the extent in which it brings risk management and accident response capacity to the fore. While maritime safety and security issues have been rather well covered in previous and ongoing macro-regional projects, until recently there were no Baltic Sea region-wide project dealing also with land-based natural, man-made and technological disasters and risks. EUSBSR flagship project 14.3 fills this gap.

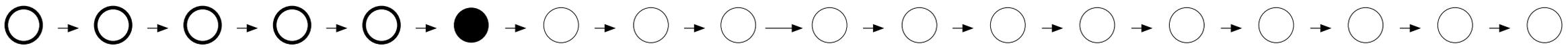
"It is easy to define the added value of the project 14.3 since it establishes an unprecedented know-how of managing collaborative work and communication among institutions that are in charge of disaster response in our region. You would be surprised to know that even though relevant authorities in the Member States have developed strong risk response mechanisms at national level, in some cases they would not immediately be sure whom to ring for assistance or garner second opinion if a disaster happens on the country border. In such cases a rapid communication may not only be crucial, but fatal, if not implemented quickly. The project 14.3 examines exactly such scenarios and provides material necessary for drawing strategies on how to solve this problem," – explains Nanna Magnadóttir, Senior Adviser at the CBSS Secretariat, manager of the EUSBSR flagship project 14.3.

Throughout the coming year project partners, working in four thematic task areas, will organise workshops, expert meetings, collect data and experience from the countries across the region, map existing practices and formulate methodologies. On the basis of these findings they will deliver suggestions of what actions (trainings, exercises) should be undertaken in order to further harmonise regional risk response methodologies and mechanisms. These outcomes are due to be delivered in Summer 2013.

<sup>4</sup> Provided text is an extract from the Final Minutes of the CBSS Civil Protection Network Experts meeting that took place on 1-2 February 2012. At this meeting substantial decisions regarding 14.3 project were adopted.

<sup>5</sup> Dr. Pursiainen was Project Manager of the EUSBSR flagship project 14.3 until April 2012.

<sup>6</sup> Under the German Presidency of the CBSS Civil Protection Network (2011 - 2012) Mr Heino Peters acted as the Chair.



## The Project 14.3 and the EU Strategy for the Baltic Sea Region<sup>7</sup>

The project 14.3 is a flagship project of the EU Strategy for the Baltic Sea Region (EUSBSR) under the Priority Area 14<sup>8</sup>. What does it mean for a project to be a EUSBSR Flagship?

First of all, it must be noted that the EUSBSR does not provide any funding for its flagship projects, i.e. it is not a financial support programme. 14.3 project is supported by the European Commission (DG ECHO – Directorate General for Humanitarian Aid and Civil Protection) through the EU Civil Protection Financial Instrument, alongside contributions from the Swedish Institute and project partners. Yet the project is implemented under the umbrella of the EUSBSR.

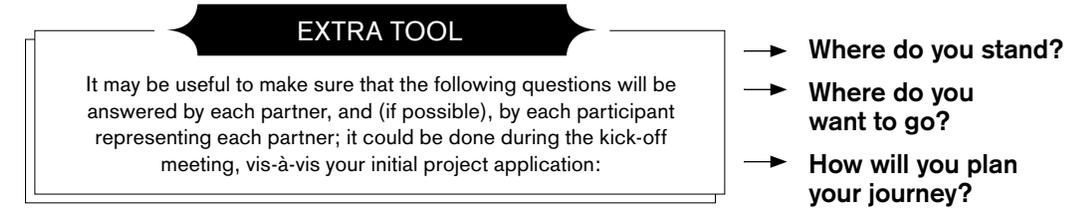
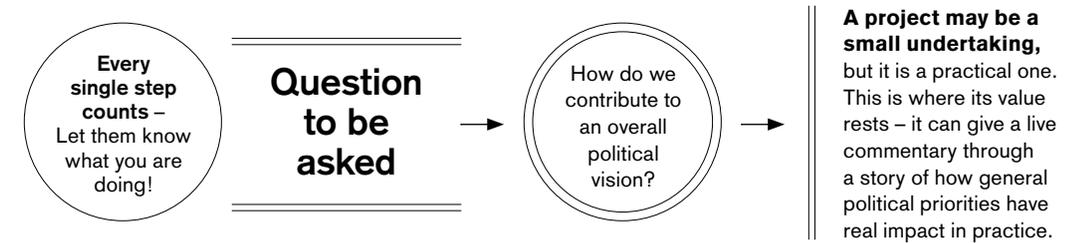
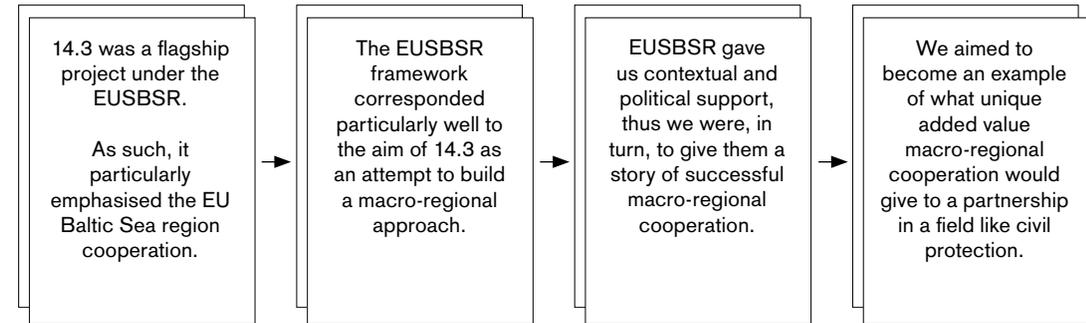
This particular status (one of being based on two separate (one financial and the other strategic) support programmes) is a reason for the **conceptual duality** of the project. This duality, paradoxically, provides the project with a distinct context: while being a part of an overall EU funding programme, it is placed within a clearly targeted mechanism of actions, which in turn endorses the significance of the project and provides it with a possibility of a greater impact. The endorsement by the Strategy puts forward that the activities in question have been assessed by those aware of the macro-regional needs and that the implementation of these activities is highly appreciated.

Using the example of the project 14.3 one can extract the main benefits which the EUSBSR provides to its flagship projects. From within the project perspective we see the Strategy as a structure that coordinates, mobilises and aims to ensure coherence between relevant actions and institutions. The Strategy may well be understood as a mediator between macro-regional stakeholders, wider EU Institutions and actors, as well as national agents. This is in fact the way that we employed it: we addressed an issue (macro-regional risk in terms of assessment and prevention) and we identified that only cross-border collaboration between institutions was a relevant mechanism to achieve

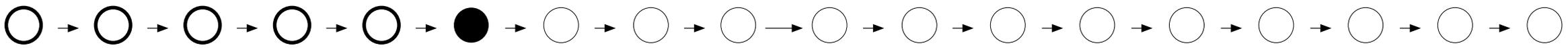
defined aims. Such mechanism in either institutionalized or precedential form has never been established in the Baltic Sea region before. The EUSBSR through its endorsement provided a ground to establish a precedent of this particular collaboration.

The project, however, gives back the favour to the Strategy, by namely providing an example of subject material (in this case an issue) which is particularly 'macro-regional' in its nature. The objectives of the project 14.3 showcase the existence of issues concerning the Baltic Sea region as a whole, solving matters which cannot be exhausted either by national approaches, or by those emerging at the overall level of the European Union. The latter ones may be too broad and not always in a position to address the very particularity of the specific needs of the macro-region, while the former approach may simply lack institutional means and precedents to articulate regional concerns and turn them into practice.

Actions within the field of Civil Security and Protection thematically correspond with the rationale behind the EUSBSR, mostly due to the nature of presenting direct interdependencies between several sectors: environment/nature, economic prosperity, and human factors. The Baltic Sea region, as a concept, itself embraces all of these meanings: due to its geographical situation its development is bound to the utilization of the Baltic Sea. The condition of the sea, however, is largely influenced by activities on land, which determine the overall social well-being of the population in the region. An achieved sufficient level of the latter in turn leads to a condition of prosperity and economic growth. Flagship projects of the EUSBSR that deal with issues of Civil Security and Protection while responding to potential natural and man-made risks particular to this macro-region, aim at ensuring the basic conditions needed to secure safety, connectedness and prosperity of the Baltic Sea region.



<sup>7</sup> This text was conceived as a part of the 14.3 Press Kit, presented at the 3rd Annual Forum of the EU Strategy for the Baltic Sea Region 17-19 June 2012, Copenhagen, Denmark.  
<sup>8</sup> Priority Area (PA) Secure as defined after the revision of the EUSBSR Action Plan in February 2013.



Talking point: **Shaping up to Get Discovered**

Talking point: **Artifact**

We are used to hear a common approach which states that only the outcomes that are delivered at the end of a project (and not the project itself) are the actual results of that project, and thus only they can be communicated as an achievement.

↓  
This is a limiting approach.

Approaching the project process as a deliverable itself not only opens it up for building the project story in multiple ways and widening the range of its potential audiences, but **extends the 'legitimate period' for project communication.**

Use communication as a tool to collect support, feedback and critical comments to your project while it is still running. This may help you to achieve a better result in the end!

Once you decide that you are approaching your project as a deliverable itself, and that you ascribe a value to it as a process with participation of multiple contributors and stakeholders, you can **immediately start with your communication strategy and activities.**

This well reflects a common trend in both contemporary corporate and public institutions' communications: **communicators are not merely producers and/or broadcasters.** Rather than just transmitting, they **engage participants and enable them,** thus they facilitate the overall process of project implementation.

**A Story**



**Does everyone in partner organisations** (or at least do relevant people, such as department leaders, communication officers, etc.) know what new project their colleagues are undertaking?

**Do you know how to best** – in the most coherent, clear, short and engaging way – convey the

message of your project? Can you share the story of your project?

**Deciding on a project as a story** could be one of the first tasks for project partners to complete.

**Don't think that at the beginning of your project you do not have a story to tell.** You never start a project from scratch. As such,

the project proposal was written as a way to respond to specific needs, and thus it already is a manifestation of some critical concerns. **Your partnership is a story as well.** Have these people/institutions ever worked together before? The project story could be developed along with the development of the project's visual identity & info package.



**Lesson learnt**



**Don't be afraid to package** –

visual packaging and formatting serves not only for 'selling' a project. It provides the outside spectator with an opportunity to actually see and understand the project in question.



**You have the right to tell your project story** right away after it starts.



**Visual packaging that creates a face to a project, can also be one of the tools which help you** to keep up **motivation and engagement** of your project partners, namely by providing a tangible form for a vision they can identify themselves with. Remember that a project is something that does not have an institutionally endorsed and maintained common vision, and that project partners are usually dispersed geographically, culturally, and sometimes even cross-sectorally. It comes down to project participants themselves to find ways of reiterating and maintaining the identity of their project.

**To sum up:**  
turn the project and its story into your mantra!

**OREFLECTOR<sup>10</sup>**

Complementary Gift

**Oreflector** – a design object – was chosen as a project artifact following the ever-more-often occurring trend in business management & communication, namely, integrating cultural (primarily art) objects within communication of their work. Whereas the first benefit here is that a symbolic object can trigger an easier emotional connectedness (i.e. interest) to a story from an outside perspective, it also may "infuse [...] with additional energy and intelligence and amplify what are often complex and abstract concepts".<sup>9</sup>

By choosing a design product as project artifact we also supported the development of creative industries, i.e. the initiatives of entrepreneurial creators, especially by contributing to sustaining jobs that they have created themselves. Such an approach may be considered as support to an important social responsibility cause in times of economic slow-motion.

<sup>9</sup> Based on the journal Harvard Business Review, where the exact same strategy is applied (this quoted case – Issue of June 2013, p. 64.)

Working on the project 14.3 has another, perhaps less articulated, more personal, but in no way less important message to convey. The message is our conviction to the gravity of this cause.

Perhaps the field of Civil Security and Risk Prevention from potential disasters may appear to be far from the hottest topic in the Baltic Sea region. We believe this is a misconception. Thinking the potential impact it may have for our lives, it may be claimed as the one that we should all be discussing widely (or at least be aware of). Thus it is not a matter of what we want to say, it's a matter of how we will tell this story.

We want to try to tell the story differently this time.

To convey this message we decided to look for an artifact, which would conceptually be just like the project 14.3 itself: unique and fresh in its form, vital in its impact, and innovative in its concept.

Thinking of these qualities we discovered a safety reflector – Oreflector – a product conceived and developed by an up-and-coming Lithuanian designer Martynas Kazimierėnas. The designer describes this product:

"A reflector that doesn't make you look like a crossbreed of bicycle and Christmas tree. Despite it's minimalistic looks, Oreflector shines in the dark like a supernova: the badge is covered by a new, soft and highly reflective material. Wear it without ruining your outfits and without being run over. Oreflector. A real lifesaver."

Thus Oreflector perfectly fitted to our purposes. First, it was made of a new and effective material; second, it fulfills its purpose as a safety reflector; third, it proposes that such a "boring" object as a reflector can actually be an aesthetically pleasing piece of art. We addressed the designer and his team with a proposal of a partnership, which soon became a good example of a cross-sectorial collaboration in the Baltic Sea region. A collaboration that has a face to it.

Martynas showed us that a safety reflector can be a trendsetter. We want to show you that thinking Macro-Regional Risk should be a trend in itself.

**Collect your own one and be – Prepared – with 14.3 and the EUSBSR**

<sup>10</sup> This text was written as a background story for presentation of the project and its artifact at the 3rd Annual Forum of the EUSBSR in Copenhagen, 17-19 June 2012. It was included in the project Press Kit.

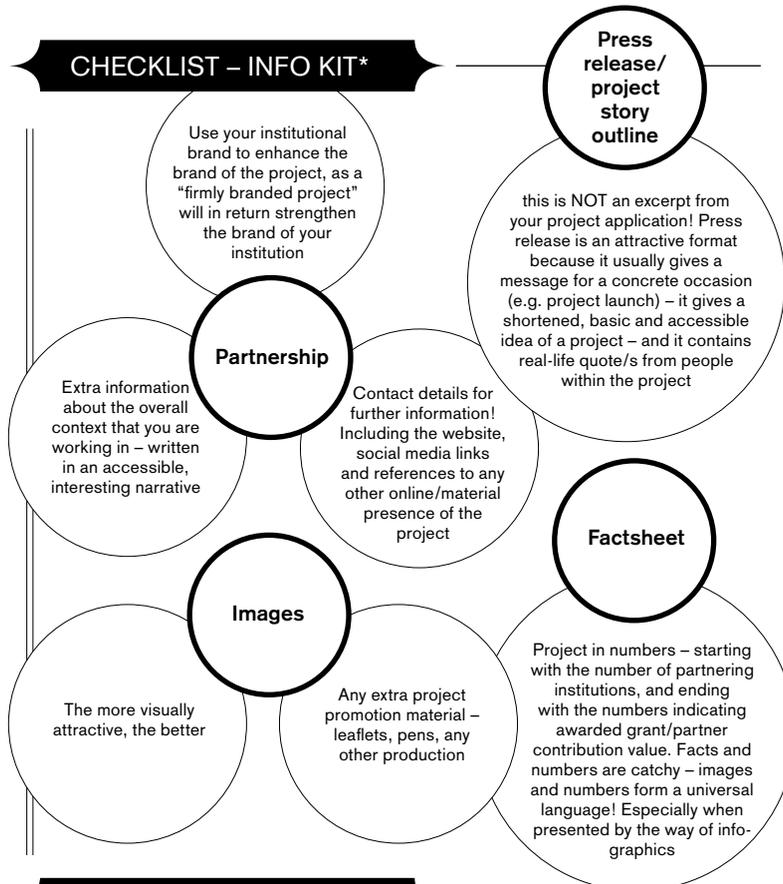


Talking point: **Info Kit**

**CHECKLIST – INFO KIT\***

Info Kit (at times we refer to it as a Press Kit) will be the main face of the project while it is still happening, and after it is finalised. It is a handy tool – imagine a ‘goodie bag’ that you can give away everytime a colleague rushes into your office asking what this project is about that you are working on; one that you can take along with you any time you go to a conference or a networking event, or a package that you can hand in to your Director whenever they go to one of their high-level meetings.

Here is a basic checklist that may be used as an example for a project Info Kit contents



Is the Baltic Sea region really “social” and “engaged”?

**TOOL KIT > Social Media**

**TIP**

In parts of our region, ‘traditional’ social media platforms (**Facebook, VKontakte etc.**) are more popular than micro-blogging sites like **Twitter**. Nevertheless, we believe that it is a matter of “when” it will reach us rather than a question of “whether.”

Project 14.3 experimented with both, **Facebook** and **Twitter** platforms. While the overall result of this endeavour may be considered as rather modest, we developed a better understanding of how social media may be used to communicate civil protection cooperation projects in our regional and thematic context. At the very least, we managed to leave a digital trace of the project in the overall cloud of social media flow.

To increase the level of social media coverage, it would be beneficial to make sure that the project is represented within the general social media flow and digital communication strategy of each partnering organisation. These strategies, however, are often quite nationally oriented. Therefore the need arises for a project to develop its own strategy, tailored to the needs of cross-border cooperation and communication.

**Learning From Other Contexts**

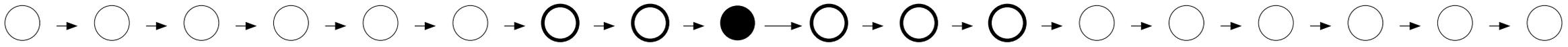
Food for thought and inspiration from the world of corporate communications:

“Over the last 12 months companies have clearly realized that “just being there” isn’t a strategy and consequently have found the resources to actively manage their chosen channels!”

**II – Mid-term**

Talking Points:

- Coordination Meeting
- Off You Go to Tell Your Story!
- A Mid-term Review Conference as an Opportunity
- Matchmaking



**Time to:** Explore, Discover, Challenge, Dare

### Mid-term

The mid-phase may be the most creative part of your project lifetime. By this time the partners would have had a chance to get to know one another and would have settled into a rhythm and pace of working together. Meanwhile, the pressure of soon-to-come delivery of project results would not be quite present yet. This is the time when project partners can share wider visions that may fly outside of the project box.

- Document as many of the ideas, visions and plans as you can during the project mid-term phase – the most creative phase within the project lifetime.
- Even if not for a direct use or for defining the project end results, they may successfully inform your other cooperation initiatives in the future.
- This will also be one of the ways to ensure sustainability of the knowledge capital that you create during the project.

#### Mid-term phase is perfect timing to:

**Consider which further contexts the project may approach**

↓

There is still enough time to add extra value to your project activities and steer expected results accordingly

**Reflect on the process of project management & organisation and improve where needed**

↓

There still is time to address some specific needs

**Be aware of the project state-of-play in its financial terms**

↓

Have you underspent? Have you overspent? What is the position of your organisation?

**Use project activities to enhance existing networks and explore future opportunities**

↓

Mid-term is the point where you already have processes running. Invite others to discuss

#### 14.3 MID-TERM DEVELOPMENT MATRIX

Context	Process	Project
<ul style="list-style-type: none"> <li>• EUSBSR Priority Area 14 Feasibility Study Workshop</li> <li>• First-of-this-kind – cooperation with the EUSBSR flagship project Baltadapt</li> <li>• Presenting wider: CBSS – EU Meeting &amp; EUSBSR High Level Group Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> Progress report</li> <li>• Coordination meeting for Task Leaders</li> <li>• Newsletter – Internal</li> <li>• Newsletter – External (EUSBSR)</li> <li>• Ongoing documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-term Evaluation Report</li> <li>• Mid-term Review Conference</li> <li>• Mid-term 14.3 Post-card</li> </ul>

In **performance art** they have this great category to describe a piece which is already being presented to the public (limited or open), even though it has not acquired its final shape yet.

This term is

**IN PROGRESS**

There is quite a good rationale to apply this methodological approach in a project.

**It would justify the presentation of the work** before the project is finished, and thus it would provide a possibility to achieve even better results – through more feedback, reactions and critical self-reflection.

After all, Action IN PROGRESS is always more interesting to have a sneak peak at than a presentation of some ready-made (thus, not changeable) results.

### CHECK-STATE-OF-PLAY:

#### 1<sup>st</sup> Progress Report – Activities are Running

Are all partners well informed on what other groups are doing?

How to make sure that the potential of full openness and access is realised for all partners to contribute and benefit from various directions of the project, not merely from their individual Task Groups?

How to avoid overlaps and make sure that all possible contributions and suggestions for improvement find their way in?

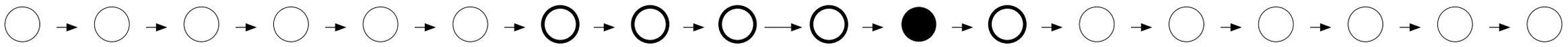
#### OUR ANSWER IS

#### 14.3 Task Leaders Coordination Meeting

6 September 2012, Stockholm

#### AGENDA

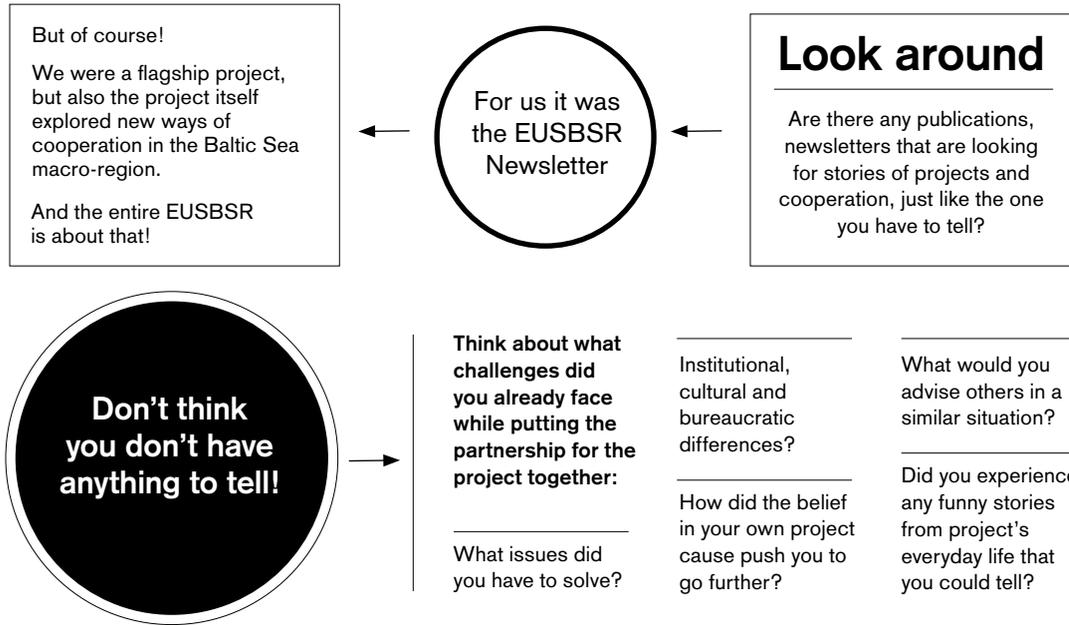
- Welcome and Practical information
- State-of-Play – Progress Report
  - Sent on 31 Aug 2012 – Consolidated Report uploaded on the Extranet – All partners reported in due time – Questions raised were answered
- Administration is preparing a checklist of common mistakes
- State-of-Play – Project Deliverables (Task Leaders present)
- State-of-Play – Political Context (Project Manager presents)
- Tour de Table
- The Way Ahead Timeline
- Mid-term Review
- Publicity
- Any other Business



## Talking point: **Off You Go to Tell Your Story!**

If you think about your project as a deliverable itself, this means that you already have a story to tell from the very moment when the project was granted funding.

This means that you can turn every single day when you think of and experience your project, into an enlightening piece of advice or even amusement.



## We want to know!

### Story as a Vision: Planning a Concrete Future

Envisaging a project story at the point of mid-term review of the project is not only an issue of project communication and presentation. A project story as a vision can be articulated at this point as it may become a basis for grounding potential future undertakings that may stem out of current activities. Project 14.3 was aware of such situational opportunity and **assigned a session in the Mid-term Review Conference to discuss visions of potential futures for the project. A concept paper was written on the basis of articulated remarks and proposals, and became the basis for a funding application of a follow-up project.**

## Fourteen-Point-Three – Dream Team of the Baltic Sea Region<sup>12</sup>

Many times we have heard the question: what does 14.3 stand for? Okay, those who know the EU Strategy for the Baltic Sea Region may understand the number, but what is the actual project title? Well, we insist, this number is. This number was taken over from what is a flagship project number written into the first EUSBSR Action Plan. After all, we thought, why not? People come up with long titles for their projects and develop acronyms that, at least to someone outside the project, do not mean anything but a set of letters. Just like 14.3. What's different in our case, however, is that we are always asked to explain the meaning. In other words, to start a conversation.

If you are reading this text now, it was probably the category "success stories"<sup>13</sup> that has caught your attention. What is the "success" of 14.3? It may sound like a tautology, but first and foremost its success is that it enabled macro-regional cooperation of this particular kind. 14.3 is a civil protection project that aims to develop scenarios and identify gaps for all main hazards in the region that may have cross-border implications.

14.3 is a complex cooperation. Not so much for the number of institutions participating in the project (nine civil protection operating or education authorities, and two coordinating organisations) as for the multi-disciplinarity of the subject. There are civil protection projects developed in the EU for 13 partners or more (for instance, cooperations on fire prevention mechanisms); most projects like this focus on one concrete matter. Project 14.3, however, works across several issues. We call it an "all-hazards approach", where project partners work on four separate tasks: macro-regional risk assessment, flood prevention, forest fire prevention, and nuclear risks. The success of this particular project will depend on how these different tasks will be brought together as one.

Civil protection experts working in 14.3 will assure you that each country in the Baltic Sea region has well developed natural hazard risk assessment and prevention systems. They successfully monitor risk of forest fires, in most cases they are well prepared to face the

challenges brought by floods. There are even numerous bilateral or trilateral agreements between countries in the region to provide cross-border assistance in the case of need. One thing that is missing though is a common macro-regional approach to risk scenarios and prevention of potential hazards; different countries in the region understand differently what a macro-regional risk is! You may ask – so what? We can answer with a basketball example: if you want to build a Dream Team, it is not enough to simply bring in twelve super-skilled players. A Dream Team has to breathe as one organism, they have to share one spirit. Only then will they bring you Gold. The same applies to macro-regional risk assessment and prevention: only a team that shares a common approach can bring individual achievements together and elevate the status of preparedness to a higher level.

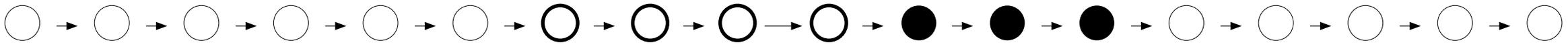
The novelty of the project is that 14.3 is the first macro-regional civil protection project in the Baltic Sea region that deals with land-based disasters. You may say – but what does it have to do with the Baltic Sea then? The Baltic Sea region is, however, not only the sea itself, is it? How could we expect a region around a sea to be successful, prosperous, competitive, and well connected, if it weren't prepared for, let's say, preventing spring floods from blocking roads, or fires from damaging communications infrastructure?

It is true that a project with a lifetime of 18 months is not able to create neither an ultimate mechanism for a common macro-regional risk assessment and prevention approach, nor establish a jointly adopted practice. However, it can become the most important first step in finding a common language for civil protection specialists in the Baltic Sea region. It did not take long for project partners to discover that terminology and concepts applied in their respective countries are very different – whether they would be looking for ways to share experience in flood prevention mechanisms, forest fires risk assessment, or in developing preparedness measures in nuclear safety. Once the first astonishment settled down, they started an intense dialogue attempting to find what the common denominator for a joint system may be. We are still at the start of this long journey.

<sup>12</sup> This text appeared in the EUSBSR Newsletter, November 2012 issue. You can read the newsletter here:

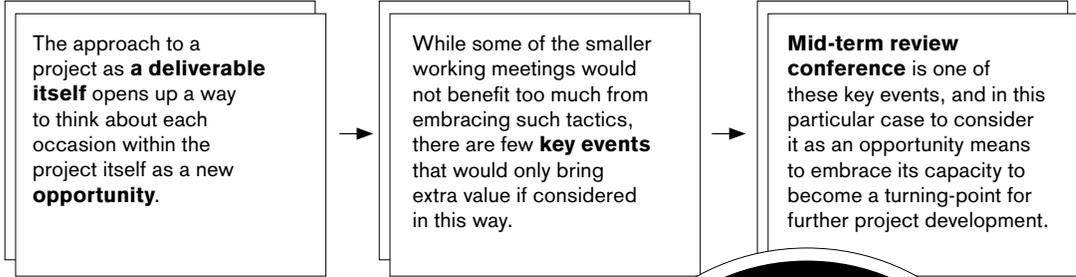
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<sup>13</sup> The text was published in the "Success Stories" section of the newsletter.

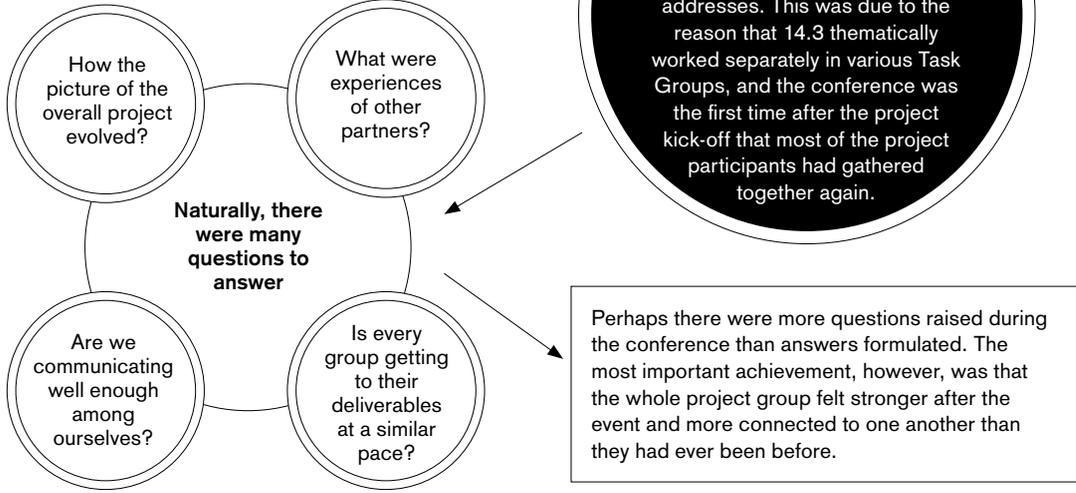


Talking point: **A Mid-term Review Conference as an Opportunity**

**Format:** The Conference was set up as a working and participatory event. Its success largely depended on active participants' engagement.



While it is common at events of this kind to – first and foremost – reflect on “achievements / deliverables” of the project so far, the particular focus of a conference that addresses its occasion as an opportunity, should be the process of the project.



**Aim and Value of the Conference**

The aim of this mid-term evaluation conference is to understand exactly where the project stands in terms of its goals, how it functions, identify current successes and challenges, and to look ahead at possible opportunities and threats.

This is intended to create a realistic overview and understanding of the current state of the 14.3 project.

By understanding the current state of play with the project, it presents an opportunity to make any necessary adjustments to ensure a smoother functioning of the project in the subsequent months until completion. This meeting also provides an opportunity for project participants to meet and share their experiences, and to get to know participants from other teams.

It is hoped that the conference shall produce dialogue among the participants that shall help to shape an even greater sense of common language and purpose.

**Greg Simons**  
Mid-Term Project Evaluator

**We want to talk WITH you, not only TO you**

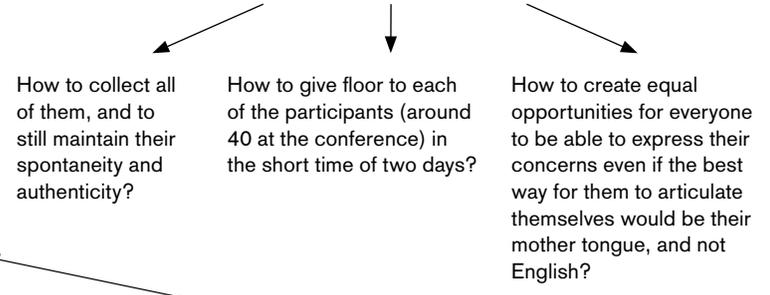
This could well be one sentence defining the strategy of project 14.3 mid-term review conference.

Collecting partner concerns and inviting everyone to actually practically engage in contemplating the project's state-of-play is not an easy task.

**The comments were collected, translated, and published – you can read them at the end of this book! (p. 54 - 61)**

They form a body of valuable real-life feedback on various aspects of the project, and will serve as our guidelines for improvement in our future cooperation initiatives!

**We were sure that every participant of the project had great ideas and comments about the way the project was evolving, BUT**



**We needed to come up with a creative approach**



**14.3 envelopes, containing a set of blank coloured cards for everyone to fill in with their comments.**

**The solution →**



**14.3 Envelope – User Manual**

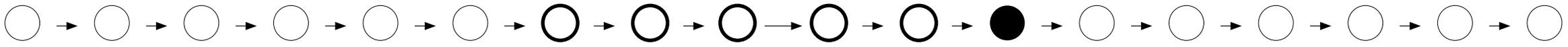
Dear Participant,

In this envelope you will find coloured note paper, three note sheets per each of four colours. These coloured notes will help us to collect your thoughts and ideas related to 14.3 project.

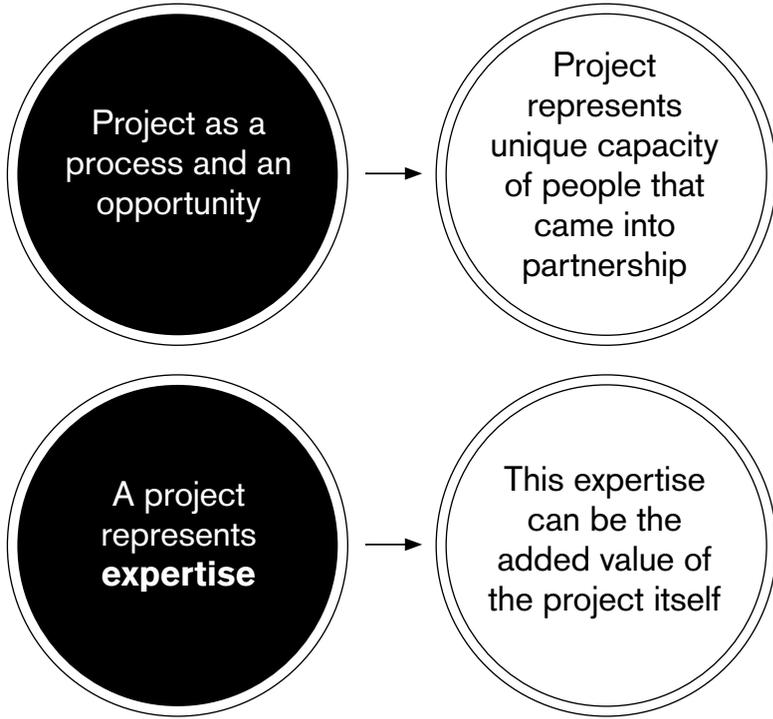
**HERE IS THE WAY HOW WE WILL PROCEED:**

- Each colour designates one of the four major topics of the conference: COORDINATION – COMMUNICATION – OUTREACH – DELIVERABLES
- What colour each topic is assigned to, you can find printed on this envelope
- During the conference we invite you to write down comments you might have regarding each topic; you should write comments on that colour paper which was assigned to the topic that you are commenting on
- We kindly request each participant to fill in at least three papers of each colour (i.e. each topic)
- Should you wish to submit more comments, you are welcome to collect more papers at the entrance to the conference room
- Papers can be submitted to the four paper boxes at the entrance door to the conference room at any time

**YOU ARE WELCOME TO WRITE YOUR NOTES IN YOUR PREFERRED LANGUAGE!**  
(but please be clear in your handwriting)



Talking point: **Matchmaking**



“When 14.3 met Baltadapt”: the text below documents the first results of a partnership that will go further beyond the 14.3 project’s lifetime.

**The EUSBSR Flagship Project 14.3 Workshop at the 2nd Policy Forum on Climate Change Adaptation in the Baltic Sea Region**

**Moderator’s Introductory Note**

Boris Porfiriev<sup>14</sup>

Communities and facilities in the Baltic Sea region are exposed to multiple natural and technological hazards. Civil protection has proved to serve as an effective practical and policy tool providing for the communities’ preparedness for and resilience to hazardous impacts, thus precluding or reducing losses and damage incurred by disasters.

In recent decades climate change turned into a new global challenge which adds to and exacerbates the impact above. Increased temperature and precipitation fluctuations are accompanied by more frequent and extreme storms, floods and wildfires causing casualties and debilitation and destruction of infrastructure, facilities and buildings. In addition, the hazards above provoke supply chain disruptions and add to political stress which can involve national and international security issues<sup>15</sup>. While these climate change implications and climate change topics as such are still far from being perceived a priority #1 for national defense, no less than the former US Defense Secretary, Mr. Leon Panetta was quoted as saying at the reception for the Environmental Defense Fund in Washington D.C., May 2, 2012: “The area of climate change has a dramatic impact on national security<sup>16</sup>”.

As the COP-18 meeting in Doha proves, mitigation policy implemented both at the national and international levels within the framework of the Kyoto protocol whatever solid undertakings are achieved, solely and separately they cannot protect communities and facilities against perilous impacts of extreme weather and climate events. Given that efforts to mitigate climate change require decades of action and immense

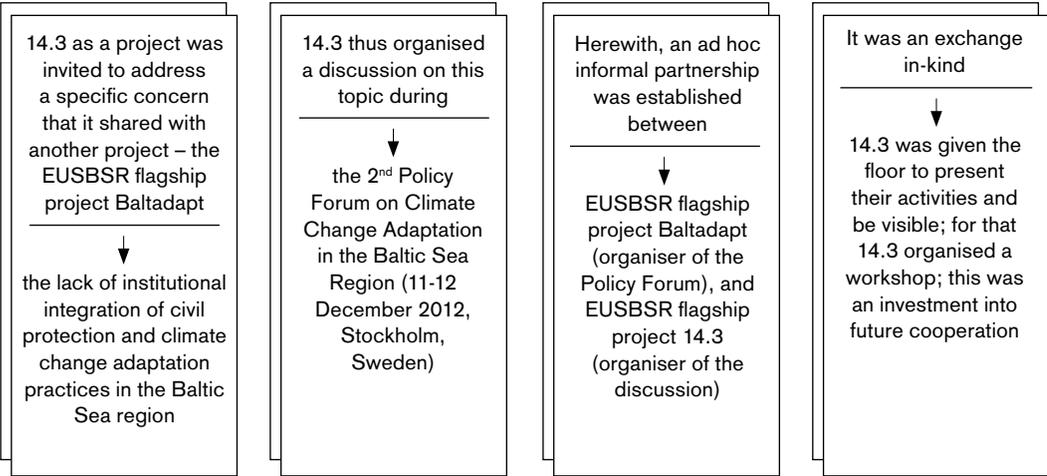
funding their efficiency is severely limited in the midterm perspective, which brings to the fore adaptation as the ‘second best’ climate policy.

**On top of the mentioned above comes the question:**

To what extent, if any, the measures of adaptation to climate change should be considered a part of civil protection practices? Put into the focus of this workshop this question (or, more accurately, its salience) goes far beyond the boundaries of academic and pure ‘emergency management’ interests. It requires consideration of all-hazards, both on a macro-regional and multidisciplinary level when regarding consideration of the availability and expediency of matching the two policies. If really reasonable this would involve significant economic benefits – reduction of transaction costs, cutting down capital and operational expenditures, just to mention a few – which are especially valuable in the hard times of economic slowdown.

As UN basic documents put it, adaptation to climate change implies two sets of measures. Preventive or proactive adaptation is conceived to reduce the risk of potential disaster and carried out well in advance of when the hazardous impact on communities and facilities actually occurs. On the one hand, it includes non-structural measures some of which (e.g. afforestation, selection and use of heat-resistant crop seeds, etc.) are clearly noting to do with civil protection policy while the others (e.g., land-use planning with risk mapping at the core, legal regulation of economic activities in hazardous areas, etc.) are no less organic to this policy’s needed measures. On the other hand, preventive adaptation implies structural measures.

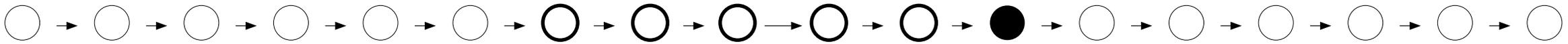
**CAN A PROJECT BECOME AN AGENT?**



14 Dr., Prof. Boris Porfiriev is the Deputy Director and Head of the Laboratory for Analysis and Forecasting of Natural and Technological Risks for Economic Development in the Institute of Economic Forecasting, Russia Academy of Sciences. Dr. Porfiriev was the moderator of 14.3 Workshop at the 2nd Policy Forum on Climate Change Adaptation in the Baltic Sea Region.

15 For more details see: Porfiriev, B., Katsov, V. and Roginko, S. Climate Change and International Security. Moscow: DART, 2011, 291 pp. (in Russian)

16 Simeone, N. Panetta: Environment Emerges as National Security Concern. <http://www.defense.gov/news/newsarticle.aspx?id=116192>



As well, some of these, like construction of dams and dykes, piling of sand bags, etc. are established practice of public protection while others (e.g. weatherization of buildings) are not.

Actual or current adaptation is employed immediately before and/or after the emergency strikes to provide both reduction of losses and damage produced by a hazardous impact. It implies, e.g. organisation of early warning, early evacuation and sheltering of the endangered people, reconstruction of the damaged buildings and erection of new buildings as a part of recovery and development of the area affected by heat waves, floods, forest fires or other hydro-meteorological and climatic hazardous events.

Given this interpretation the workshop starts with the premise of an interrelationship between civil protection and adaptation to climate change existing. It is expected that presentations 'from the field' contributed by civil protection professionals and containing living examples would provide enough evidence to support the hypothesis above.

However, still wanted will be the acknowledgement by the partners from the 'adaptation' group. This in turn implies mutual understanding between the two group of the workshop participants (and practitioner communities at large). In particular, basic notions and conceptual frameworks used by them should be shared and agreed as a starter. Here stepping in and the provision of bridging functions of the workshop participants from the media would be especially valuable and highly welcomed.

Establishing the working dialogue and 'lingua franca' between the civil protection and climate adaptation practitioners is one of the primary targets and the first deliverable expected from the workshop. Its second envisioned output implies development of a set of recommendations to improve the efficiency of the EUSBSR flagship project implementation, in particular as well as cooperation between the Baltic Sea region countries in national and macro-regional security area as a whole.

17 For further details see: Solecki, W., Leichenko, K and O'Brien, K. (2011) Climate change adaptation strategies and disaster risk reduction in cities: connection, contentions and synergies. Current Opinion in Environmental Sustainability, 3: 135-141.

## CONCLUSIONS AND RECOMMENDATIONS

①

Adaptation to climate change and civil protection involve commonalities and discrepancies precipitated by policy targets, tools and key stakeholder roles. E.g., within civil protection policy authorities are the major decision makers at all levels of policy making with the role of the business community and the general household on the increase but still coming in a secondary position when it comes to decision making. In contrast to that, municipalities, companies (industries) and households compose the 'bottom line of defense' in terms of climate change impact critical to adaptation policy.

②

Disaster risk reduction concept serves a joint methodological and communication framework that bridges research and practitioner communities working in adaptation to climate change and civil protection areas. The common points provided by this concept (with the basic terms specified in brackets) and critical to both communities above include: (a) event likelihood (hazards, risks and uncertainty); (b) impact parameters (exposure, vulnerability) and (c) societal responses (adaptive capacity and resilience)<sup>17</sup>.

③

The above provides a necessary ground and favourable prerequisite for fruitful cooperation between research and practitioner communities working in adaptation to climate change and civil protection areas. As admitted by workshop participants from the latter area (e.g. by fire service commanders), such cooperation is really needed and would be extremely valuable, primarily in terms of fatality and damage prevention. In particular, future civil protection planning including urban plans and critical infrastructure (re)building should consider much longer perspectives (up to 2050 and even 2100) than these existing now (see also point 6). This should also be taken into account for reconsideration and/or renewal of disaster risk reduction strategies developed as a part of the new international framework to replace the existing Hyogo Framework for Action (<http://www.unisdr.org/we/coordinate/hfa>) valid till 2015.

④

To put this cooperation and prevention measures into practice one needs, firstly, to agree on 'lingua franca', i.e. common terminology which should comply with the disaster risk reduction established as a joint conceptual framework. In particular, this implies replacement of the titles and key notions of the project 14.3 Tasks D and E – "Flood prevention" and "Forest fire prevention" – by "Flood disaster risk reduction" and "Forest fire disaster risk reduction", respectively. Such replacements would also provide for the Tasks D and E interpretations strictly fitting with the basic theme of Task C ("Macro-regional risk scenario and gap analysis").

⑤

Secondly, the role of media as a bridge both between researcher and practitioner communities working in adaptation to climate change and civil protection areas, and between these, authorities and public should be particularly emphasized and significantly strengthened. This should help media to become a natural and actual clamp that ties together all major components of the private-public partnership mechanism of disaster risk reduction. Given this a special Baltic Sea region workshop on media role in project 14.3 (and even broader EUSBSR Priority Area Secure) is worth organising in the near future.

⑥

Contributors to the workshop on compatibility of adaptation to climate change and civil protection policies cited some real illustrations of usefulness of cooperation between these two policies. However, despite these the practical experience existing in the area of in the Baltic Sea region and other world regions fails to provide numerous and documented examples of successful disaster risk reduction. This is a challenge given that in the foreseeable future a major (if not large) part of the existing municipal including civil protection infrastructure will be either constructed for the first time or renovated, and this should involve modern disaster resilient (including climate proof) designs and solutions as even prescribed by the national authorities of at least some of the Baltic Sea region states (e.g. Denmark). With this in mind, a special Baltic Sea region

or, better, EU repository or clearing house to solicit portfolios of successful engineering and institutional solutions of disaster risk reduction in Europe and other world regions is worth organising. This could involve experiences already emerging in the Baltic Sea region (e.g. Swedish National Knowledge Center for Climate Change within SMHI) and provide for further developments in adaptation and civil protection against climate change and other major natural hazards drawing on accumulated and tested data base rather than starting respective investment programs from scratch.

### Summary

#### What Happened here?

##### We discovered

that thematically, our concerns are similar to those of another project as well as those of other practitioners

##### We spoke

with the other project and realized that all parties would benefit of an established dialogue

##### We decided

to team up together to make this dialogue happen

##### We found

out that there are various challenges to be resolved other than those within the topic itself, in order to bring the dialogue on to an operational mode

##### We documented, recommended,

and are working on it further.

#### To be continued...



## 14.3 Conference Tool Kit: Check-List

Is Our Secret

Practical aspects may have significant impacts on the success of a conference. What concrete practical details did we take into account? As an example, below we provide our conference materials check-list that was used organising the 14.3 Mid-term Review Conference.

### VISUAL CUSTOMISING

- ✓ 14.3 Roll-Ups
- ✓ Overall Slideshow – 14.3 So Far
- ✓ Intro-Cover Video
- ✓ Conference signs – Logo
- ✓ Nameplates

### STATIONARY MATERIAL

- ✓ Colour Post-It notes
- ✓ Plastic Wall paper
- ✓ Markers
- ✓ Pens
- ✓ Note paper

### REGISTRATION

- ✓ Participants list
- ✓ Badges
- ✓ Microphone

### CONFERENCE MATERIAL

- ✓ Folders
- ✓ Participants list
- ✓ Conference concept note
- ✓ Practical details
- ✓ Extra materials – Links
- ✓ Agenda
- ✓ Questionnaire
- ✓ Evaluation form

### DOCUMENTATION

- ✓ Camera
- ✓ Voice recorder

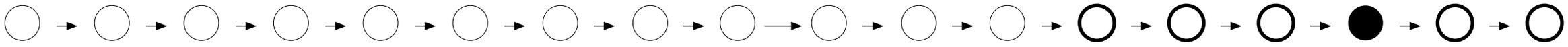
### EXTRA

- ✓ Oreflectors
- ✓ Leaflets
- ✓ 14.3 Check-List
- ✓ Postcard

## III – Homestretch

### Talking Points:

- Production
- Final Conference
- Where Will We Go Further?
- 14.3 in St Petersburg
- Now This is Our Thing



**Time to:** Embrace Experience

Talking point: **Production**

## Final Phase

One couldn't find a better argument for the claim that "a project itself is a deliverable"



After entering the final phase, you do not create new substantial deliverables anymore. At this point you are looking for ways to make sure that already developed subject deliverables are all in place, ready to go, to live their lives and be used by others.



**How do you make sure that this happens?**

### 14.3 FINAL STEPS MATRIX

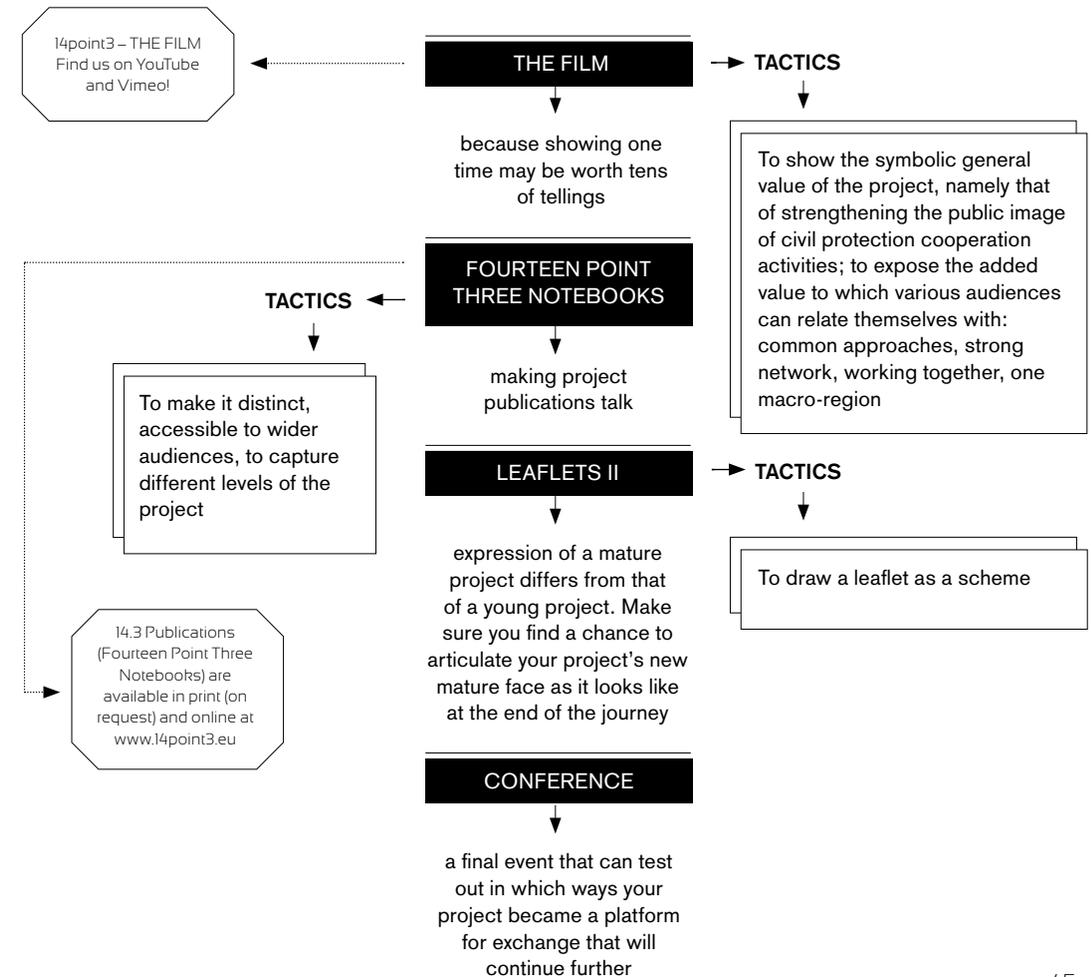
Context	Process	Project
<ul style="list-style-type: none"> <li>Placing activities within their context</li> <li>Through presentations</li> <li>Final Conference</li> <li>The process of delivering final results</li> </ul>	<ul style="list-style-type: none"> <li>Bringing results together</li> <li>Administrative and financial consolidation</li> <li>Final reporting</li> </ul>	<ul style="list-style-type: none"> <li>Formatting of deliverables for further dissemination in the most effective way</li> <li>Considering forms and challenges of various media: audiovisual, publishing, online</li> </ul>

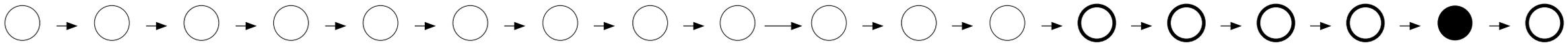
Looking at 14.3 production items, namely its publications and a short film, you would not think they were formatted in a way common to a civil protection cooperation project. Such formatting was, however, chosen for a reason. We experimented, and the experiment first and foremost delivered a new approach to the form through which project outcomes may be articulated: the chosen symbolic and artistic form was an experiment itself. But it was not such just for the sake of it. The symbolic and

artistic form is a strategy that alienates the viewer from the very core of the project's matter that is being presented. It is a way to place a viewer into a perspective where not only the subject matter itself is visible, but also conditions and circumstances of its becoming as well. As such, it thus enables to capture and critically assess the very process through which the subject matter was finalised.

## ! Various media, different approaches !

### FINAL STEPS / PRODUCTION MATRIX





This is How We Did IT:

## Conference Question Check-list

Theme	Does it address any particular trendy issues that could interest agents beyond the project participants?  YES      NO
Agenda	Will it provide an opportunity for participants to get informed in broader terms than just hearing about project results?  YES      NO
Place	Does the place and venue provide wider exposure for the project? Can the place support the project with its own strong brand?  YES      NO
Time	Can it be organised back-to-back to an important event, relevant to the project?  YES      NO
Speakers	What speakers could be invited that would provide extra/valuable knowledge/experience to project partners?  SUGGESTIONS:
Participants	What participants (other than project partners) can be invited to the conference, in order to increase the exposure of project results and provide opportunities for their utilization in the future?  SUGGESTIONS:



## Working Together on Macro-Regional Risk: Joint Approaches and Challenges

### Sessions of the conference

Session I  
Civil Protection Cooperation: Encouraging Project Initiatives on the EU and Macro-Regional Level

Session II  
Working Together in Civil Protection: WHY/WHAT (kind of) Cooperation Matters? Experience and Priorities Based Cooperation Matrices on Regional, EU and International Level

Session III  
14.3 Outcomes: Defining Methodology and Preparing Guidelines Based on State-of-the-Art Studies and Scenarios

Session IV  
A Project Under the EU Civil Protection Instrument: 360° Perspective and Lessons Learnt

Session V  
Towards a Wider Context: Dialogues with the 14.3

Session VI  
The Next Big Thing: Growing Priorities in Civil Protection Cooperation

Session V  
What Did 14.3 Do Next? Presenting the Roadmap for Bringing 14.3 Results Forward

Conference speakers were representatives from the following organisations/ settings:

European Commission; Council of the Baltic Sea States; Civil Protection Working Group (Lithuanian EU Presidency); EU Strategy for the Baltic Sea Region (Priority Area Secure and Horizontal Action Sustainable Development); EU Danube Region Strategy; United Nations Environment Programme.

## Working Together on Macro-Regional Risk: Joint Approaches and Challenges

EUSBSR flagship project 14.3 Final Conference

### Conference Summary

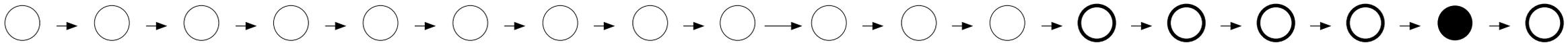
The EU Strategy for the Baltic Sea Region (EUSBSR) flagship project 14.3 will conclude in June 2013, after 18 months of implementation. The project's finalizing event will be held at the European Commission's Conference Centre (Brussels, Belgium) on 13-14 May 2013, as a complement to the 4th EU Civil Protection Forum. Organising its final conference on this date, project 14.3 gives its contribution to the success of the overall narrative of the EU Civil Protection Mechanism, under the Financial Instrument of which the project was co-financed.

It is significant that 14.3 was a project implemented under the EUSBSR Priority Area Secure (Priority Area 14 in 2009 version of the EUSBSR Action Plan). The whole priority area calls for an insurance that contributions in the field of civil protection encompass the overall Strategy objectives (save the sea, connect the region, increase prosperity). The project 14.3 responds specifically to the objectives through addressing the necessities of bringing together and coordinating civil protection stakeholders and bolstering the capacity of individual countries, in order to ensure our region's uniform resilience to macro-regional risks.

The initial concrete aims of 14.3 as a project were to develop scenarios and identify gaps for a collection of main hazards in the Baltic Sea region, including winter storms and floods. In order to achieve this, a partnership was established of relevant civil protection authorities from all countries in the region. While the objectives were met (scenarios were developed, state of the art studies were prepared, gaps were identified and recommendations have been documented), one of the most important outcomes of the project was a platform for further cooperation based on a macro-regional risk approach. Both the claim and the form of the project's inquiry was a pioneering effort not only in the Baltic Sea region context, but in the overall context of the EU's macro-regional philosophy.

The final conference is thus set to present project results, namely, a set of studies focused on disaster management systems (in particularly for floods, forest fire and nuclear accidents), as well as a tailored macro-regional risk assessment methodology and guidelines, prepared by the project on the basis of the EU Guidelines for Risk Assessment and Mapping.

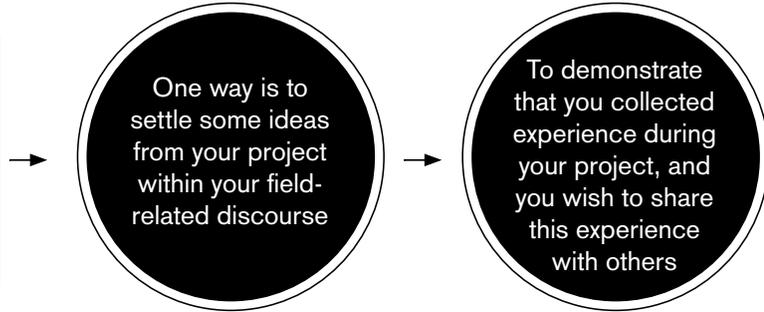
The conference is arranged as a forum for information and contacts exchange for a newly established network which we may call a network for macro-regional risk assessment. It will critically reflect a particular position of this project within civil-protection cooperation in the Baltic Sea macro-region, its position as such within the EU Civil Protection Mechanism, its potential to suggest pioneering formats, settings and methodology for facilitation of further cooperation, as well as its capacity to promote civil protection cooperation and thematic issues beyond the regional borders. The conference will take an opportunity to reflect on what challenges an EU project like this can meet, as well as what unique added value it may bring due to its formal characteristics. The final session of the conference will present a concrete roadmap on how the partnership has planned to build on the achieved results.



Talking point: **Where Will We Go Further?**

Talking point: **14.3 in St Petersburg**

There are various ways to ensure that your project journey, having been framed in limited period of time, would continue further



**To go out there and share further**

- meetings
- seminars
- workshops
- trainings
- conferences

You can talk about your project experience providing it as an example!

There were two events that 14.3 project regarded as especially significant to participate at:

**EU Context**

**4<sup>th</sup> European Civil Protection Forum**

4<sup>th</sup> European Civil Protection Forum took place in Brussels 15-16 May 2013. Since the project 14.3 working area itself shared a common denominator with the Forum, the theme of which was "Disasters – Protecting and Responding Together", it was a great honour for the project to be actively represented at the event.

14.3 Task C (Macro-regional Risk) Leader Tone D. Bergan, Senior Adviser at DSB – Norwegian Directorate for Civil Protection, spoke on a panel *Risk Management – Enhancing Our Capability to Understand Risks at All Levels*.

**UN (UNEP/OCHA) Context**

**Advisory Group on Environmental Emergencies (AGEE) Forum**

The AGEE is a biennial global forum that brings together key government, industry, academic and non-governmental representatives - policy makers, environmental experts and disaster managers - from around the world to improve preparedness, response and overall resilience to environmental emergencies.

The 2013 Forum will provide an unrivalled opportunity to participate in contemporary, engaging and dynamic discussions on environmental emergencies. The agenda features focused presentations, panel discussions and breakout sessions on preparedness, response and the integration of environment in humanitarian action.

For the project 14.3, participation at AGEE (15-17 May 2013, Geneva) was an opportunity to network with peers from various regions in the world, as well as to learn more about unfolding strategic and methodological trends in international project and specific priority based civil protection cooperation.

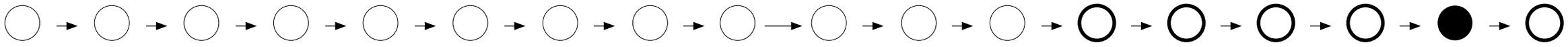
It was an opportunity to test which methodological developments and achievements of the project itself (as a macro-regional effort) are regarded as those most interesting to our peers from further – even global – perspective.

**Engagement of St Petersburg University of State Fire Service of EMERCOM of Russia as a partner in the EUSBSR flagship project 14.3 could be titled as one of the most notable success points of the project as a structural cooperation example.**

This is mostly due to the reason that while the initial call for projects for financing under the EU Civil Protection Financial Instrument did not foresee financial coverage for partners from the Russian Federation, the project consortium, finding it of crucial importance for the project subject to have their Russian peers included, located additional ways to extend the partnership. External funding was provided by the Swedish Institute, under a separate project agreement. Thus technically and administratively, management of the project 14.3 acquired an extra "project-in-a-project" dimension.

While the team of experts from EMERCOM University actively participated at the 14.3 Task C workshops, their particularly valued contribution was organisation of a 14.3 project related seminar "Natural and Man-Made Risk Assessment in the Baltic Sea Region" which took place in St Petersburg on 28-29 May 2013. While the seminar itself well supplemented the work done by the project 14.3 Task C Group, it also became a great opportunity for Baltic Sea region experts to develop their knowledge about the unified emergency rescue system in Russia. As a particular added-value outcome of the whole cooperation came out a study on Natural and Man-Made Risk Assessment.

Available for download on [www.14point3.eu](http://www.14point3.eu)



Talking point: **Now This is Our Thing**



When we first were invited to organise a session on civil protection and climate change adaptation in the Baltic Sea region\*, we barely knew the subject.



Yet this invitation provided us with a great opportunity to thematically expand the issues addressed by our task groups while providing the project with an interdisciplinary touch.

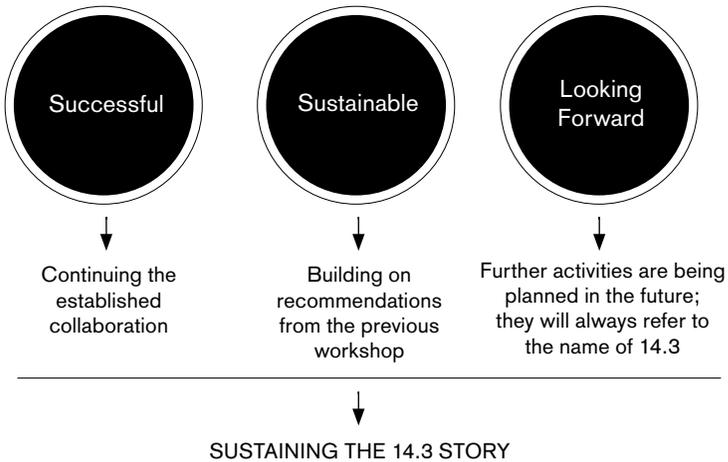
**Result**

More confidence and assurance in further attempts to provide contribution to this particular field, and a session at the 3<sup>rd</sup> Policy Forum on Climate Change Adaptation Strategy in the Baltic Sea Region

30 May 2013, Tallinn

**3<sup>rd</sup> Policy Forum on Climate Change Adaptation in the Baltic Sea Region**

Thematic Session organised by the EUSBSR flagship project 14.3  
**Civil Protection and Climate Change Adaptation: A Dialogue in Practice**



\* See pages 38-41 of this book for the first part of the 14.3 meets Baltadapt story.

**CIVIL PROTECTION and CLIMATE CHANGE ADAPTATION – A Dialogue in Practice**

Thematic Session at the 3<sup>rd</sup> Policy Forum Climate Change Adaptation in the Baltic Sea Region “Time to Baltadapt”

**Background**

A direct link between civil protection and climate change adaptation planning and management appears as a widely pronounced conception. In the European Commission’s Communication on the recently launched EU Climate Change Adaptation Strategy it is noted that: “Adaptation action is closely related and should be implemented in synergy and full coordination with the disaster risk management policies that the EU and the Member States are developing.”

Meanwhile, civil protection policy overview related studies<sup>18</sup> note that adapting to climate change is essential to protecting populations against extreme weather events. Civil protection, which since the Cold War in many countries has become more proactive and strategic, planning ahead and preparing, rather than simply reacting to crises, should naturally have climate change adaptation as an integral part.

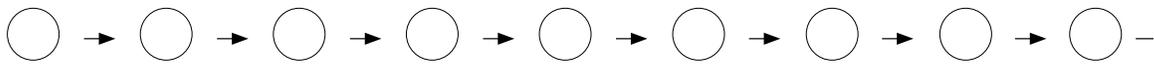
There is no one uniform pattern for climate change adaptation integration in civil protection in the Baltic Sea region. E.g. since 2007, adaptation in Norway has been a task for civil protection authorities. When Norway’s Climate Adaptation programme was launched, it was the Directorate for Civil Protection’s responsibility. The Directorate is also responsible for supervising local authorities on assessing risk in relation to climate change. Sweden, on the other hand, has no official, specific national adaptation strategy. Some adaptation tasks are proposed for national civil protection authorities, such as mapping areas vulnerable to flooding, landslides and coastal erosion, but adaptation tends to be the shared responsibility of several authorities.

The occasion of developing the first Climate Change Adaptation Strategy for the Baltic Sea Region brings forward the relevance of civil protection and climate change adaptation integration. While there are few (if any) arguments against the significance of this process, a question remains on what challenges need to be overcome in order to ensure its success, as well as the potential of the region to become a case of excellence in civil protection and climate change adaptation integration. What procedures and principle positions do we have already in place and what macro-regional efforts should further support and facilitate them?

The first step to commence the process of reflections and dialogue of the two areas was made in December 2012, when a discussion was organised within the framework of 2<sup>nd</sup> Policy Forum Climate Change Adaptation in the Baltic Sea Region. Participants discussed the principle need of a cross-sectorial approach and the potential landmarks for a common ground. Recommendations drawn out of the discussion are provided in the annex to this paper\*\*. The current session will bring the discussion and inquiry to the more concrete level, providing examples of existing integration procedures and practices (both, on national/regional and international level), while providing reflections on the principle prerequisites for their successful implementation. The aim of this session will be providing suggestions and recommendations on how to integrate civil protection into the Climate Change Adaptation Strategy for the Baltic Sea Region.

The session is organised by the EUSBSR flagship project 14.3 – a project that aimed to develop scenarios and identify gaps for all main hazards in the Baltic Sea region. One of the major achievements of the project was a unique definition of guidelines for macro-regional risk assessment, specifically tailored for the Baltic Sea region.

<sup>18</sup> Ref. “Integrating climate change adaptation into civil protection” – European Commission, DG Environment Science for Environment Policy News Alert Service, 31 May 2012 <http://ec.europa.eu/environment/integration/research/newsalert/pdf/286na5.pdf>  
 \*\* See p. 39 – 41 of this Notebook



## Project counting down...

THE END MATRIX

What is your project?

Where does your project stand now?

On which criteria will you build your own judgement on the success of your project as such?

It is not about the project success as such.  
It is all about the yard stick that you will measure it with.

Create Your Own Checklist for Self-Evaluation!

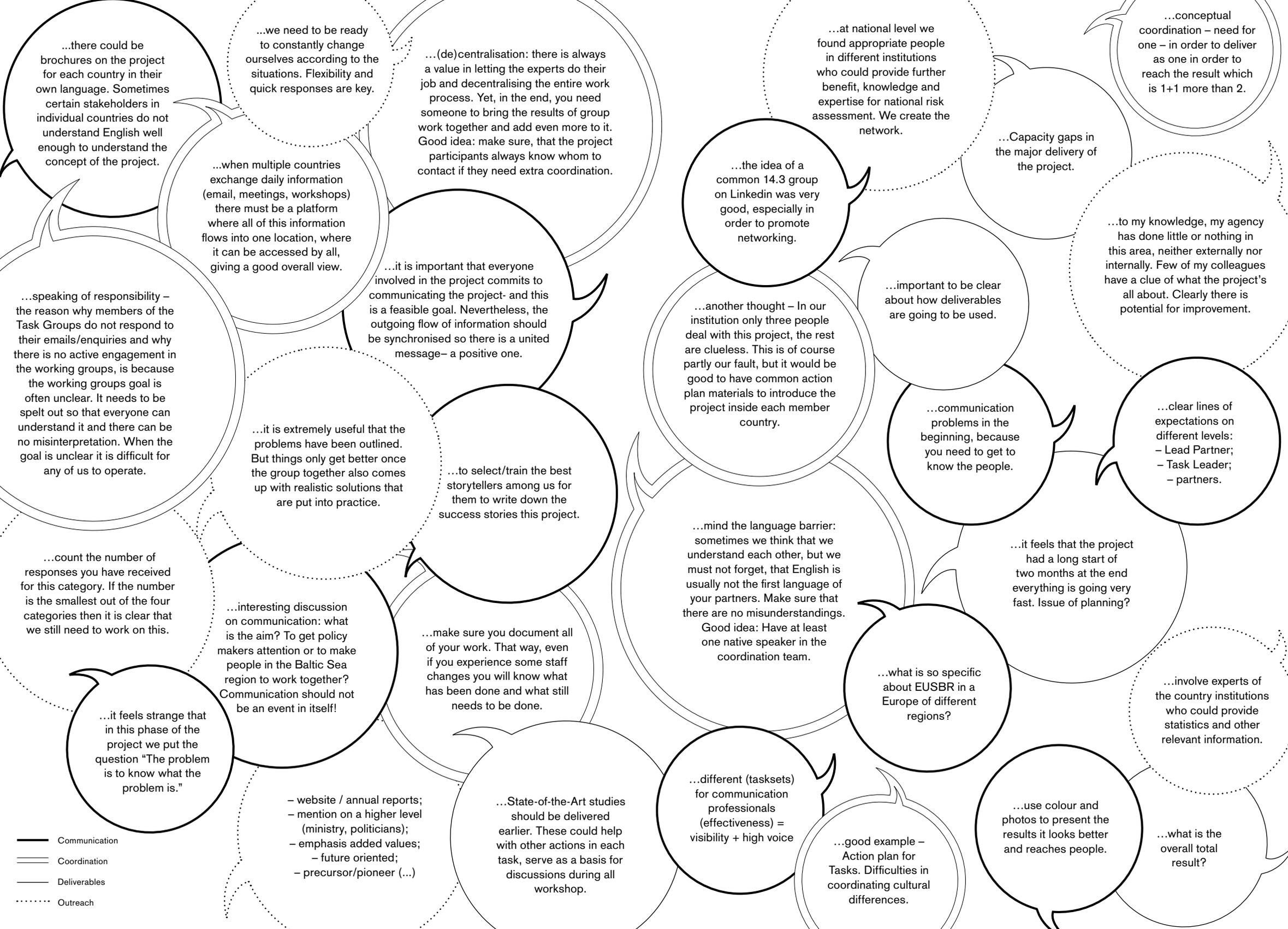


## LOOK WHO'S TALKING

You may have various different aspects that are important for a project in defining its success.

Some of them will have been addressed more successfully than others.

To show what was important to us, we are sharing our 14.3 concerns collected at the Mid-term Review Conference.



...there could be brochures on the project for each country in their own language. Sometimes certain stakeholders in individual countries do not understand English well enough to understand the concept of the project.

...we need to be ready to constantly change ourselves according to the situations. Flexibility and quick responses are key.

...(de)centralisation: there is always a value in letting the experts do their job and decentralising the entire work process. Yet, in the end, you need someone to bring the results of group work together and add even more to it. Good idea: make sure, that the project participants always know whom to contact if they need extra coordination.

...at national level we found appropriate people in different institutions who could provide further benefit, knowledge and expertise for national risk assessment. We create the network.

...conceptual coordination – need for one – in order to deliver as one in order to reach the result which is 1+1 more than 2.

...speaking of responsibility – the reason why members of the Task Groups do not respond to their emails/enquiries and why there is no active engagement in the working groups, is because the working groups goal is often unclear. It needs to be spelt out so that everyone can understand it and there can be no misinterpretation. When the goal is unclear it is difficult for any of us to operate.

...when multiple countries exchange daily information (email, meetings, workshops) there must be a platform where all of this information flows into one location, where it can be accessed by all, giving a good overall view.

...it is important that everyone involved in the project commits to communicating the project- and this is a feasible goal. Nevertheless, the outgoing flow of information should be synchronised so there is a united message– a positive one.

...the idea of a common 14.3 group on LinkedIn was very good, especially in order to promote networking.

...Capacity gaps in the major delivery of the project.

...to my knowledge, my agency has done little or nothing in this area, neither externally nor internally. Few of my colleagues have a clue of what the project's all about. Clearly there is potential for improvement.

...count the number of responses you have received for this category. If the number is the smallest out of the four categories then it is clear that we still need to work on this.

...it is extremely useful that the problems have been outlined. But things only get better once the group together also comes up with realistic solutions that are put into practice.

...to select/train the best storytellers among us for them to write down the success stories this project.

...another thought – In our institution only three people deal with this project, the rest are clueless. This is of course partly our fault, but it would be good to have common action plan materials to introduce the project inside each member country.

...important to be clear about how deliverables are going to be used.

...clear lines of expectations on different levels:  
– Lead Partner;  
– Task Leader;  
– partners.

...it feels strange that in this phase of the project we put the question "The problem is to know what the problem is."

...interesting discussion on communication: what is the aim? To get policy makers attention or to make people in the Baltic Sea region to work together? Communication should not be an event in itself!

...make sure you document all of your work. That way, even if you experience some staff changes you will know what has been done and what still needs to be done.

...mind the language barrier: sometimes we think that we understand each other, but we must not forget, that English is usually not the first language of your partners. Make sure that there are no misunderstandings. Good idea: Have at least one native speaker in the coordination team.

...communication problems in the beginning, because you need to get to know the people.

...it feels that the project had a long start of two months at the end everything is going very fast. Issue of planning?

...website / annual reports;  
– mention on a higher level (ministry, politicians);  
– emphasis added values;  
– future oriented;  
– precursor/pioneer (...)

...State-of-the-Art studies should be delivered earlier. These could help with other actions in each task, serve as a basis for discussions during all workshop.

...different (tasks) for communication professionals (effectiveness) = visibility + high voice

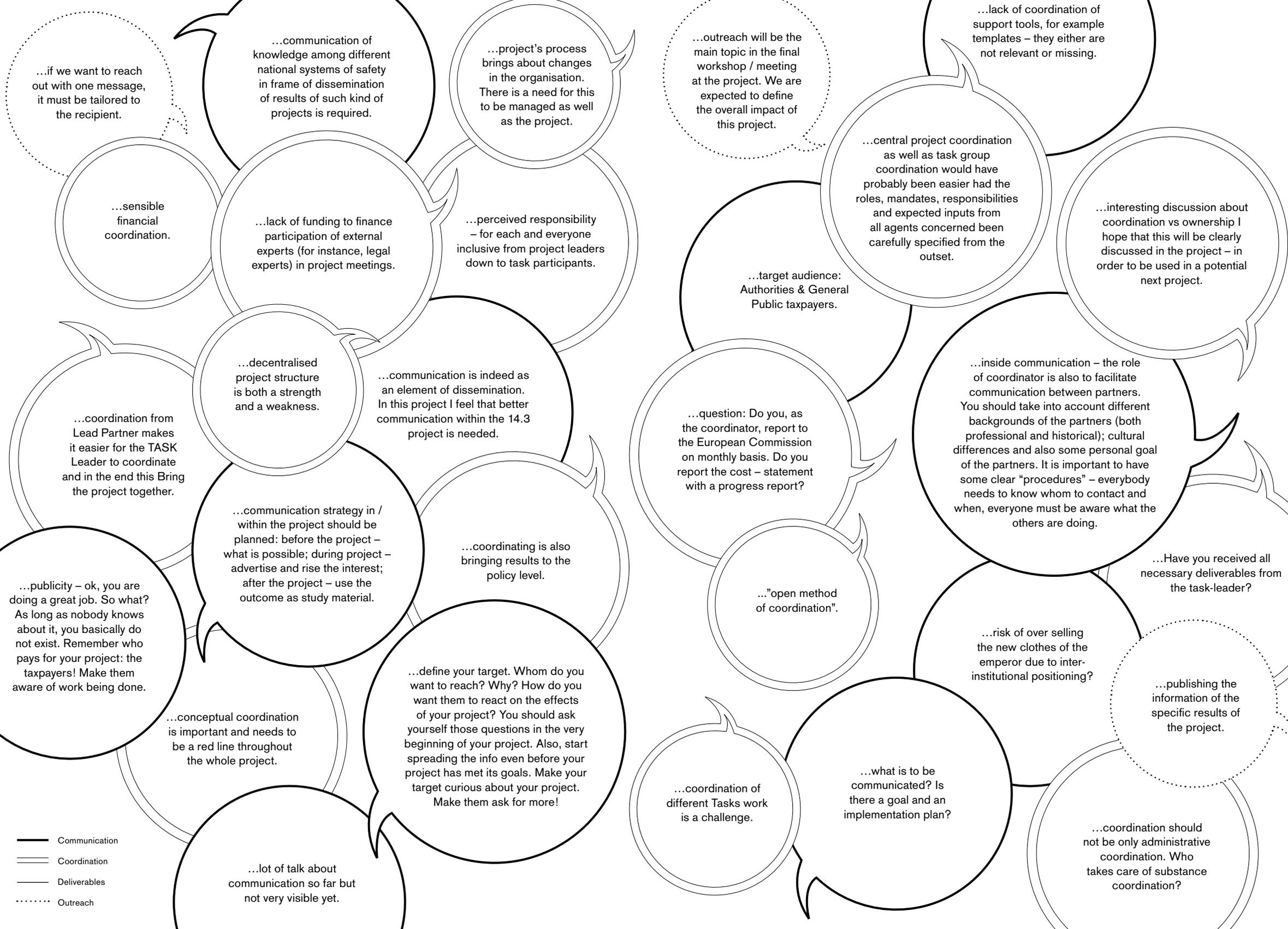
...what is so specific about EUSBR in a Europe of different regions?

...involve experts of the country institutions who could provide statistics and other relevant information.

...use colour and photos to present the results it looks better and reaches people.  
...what is the overall total result?

- Communication
- == Coordination
- - Deliverables
- ..... Outreach





...if we want to reach out with one message, it must be tailored to the recipient.

...communication of knowledge among different national systems of safety in frame of dissemination of results of such kind of projects is required.

...project's process brings about changes in the organisation. There is a need for this to be managed as well as the project.

...outreach will be the main topic in the final workshop / meeting at the project. We are expected to define the overall impact of this project.

...lack of coordination of support tools, for example templates – they either are not relevant or missing.

...sensible financial coordination.

...lack of funding to finance participation of external experts (for instance, legal experts) in project meetings.

...perceived responsibility – for each and everyone inclusive from project leaders down to task participants.

...target audience: Authorities & General Public taxpayers.

...central project coordination as well as task group coordination would have probably been easier had the roles, mandates, responsibilities and expected inputs from all agents concerned been carefully specified from the outset.

...interesting discussion about coordination vs ownership I hope that this will be clearly discussed in the project – in order to be used in a potential next project.

...coordination from Lead Partner makes it easier for the TASK Leader to coordinate and in the end this Bring the project together.

...decentralised project structure is both a strength and a weakness.

...communication is indeed as an element of dissemination. In this project I feel that better communication within the 14.3 project is needed.

...question: Do you, as the coordinator, report to the European Commission on monthly basis. Do you report the cost – statement with a progress report?

...inside communication – the role of coordinator is also to facilitate communication between partners. You should take into account different backgrounds of the partners (both professional and historical); cultural differences and also some personal goal of the partners. It is important to have some clear "procedures" – everybody needs to know whom to contact and when, everyone must be aware what the others are doing.

...publicity – ok, you are doing a great job. So what? As long as nobody knows about it, you basically do not exist. Remember who pays for your project: the taxpayers! Make them aware of work being done.

...communication strategy in / within the project should be planned: before the project – what is possible; during project – advertise and rise the interest; after the project – use the outcome as study material.

...coordinating is also bringing results to the policy level.

..."open method of coordination".

...risk of over selling the new clothes of the emperor due to inter-institutional positioning?

...Have you received all necessary deliverables from the task-leader?

...conceptual coordination is important and needs to be a red line throughout the whole project.

...define your target. Whom do you want to reach? Why? How do you want them to react on the effects of your project? You should ask yourself those questions in the very beginning of your project. Also, start spreading the info even before your project has met its goals. Make your target curious about your project. Make them ask for more!

...coordination of different Tasks work is a challenge.

...what is to be communicated? Is there a goal and an implementation plan?

...publishing the information of the specific results of the project.

...lot of talk about communication so far but not very visible yet.

...coordination should not be only administrative coordination. Who takes care of substance coordination?

- Communication
- == Coordination
- - Deliverables
- ..... Outreach

...**internal communication:** email correspondence in between events has been limited and on some occasions deadlines haven't been respected. This probably points to heavy workloads and staff turnover.

...for potential future projects – the challenge of bringing practical results to the action. Policy makers could be addressed at the very beginning of the project.

...**internal communication** – Workshops and meetings have been excellent in terms of communication. Perhaps we should have worked more together live and less via email?

...the meeting should be informal in order to improve levels of communication.

...the use of mathematical tools for processing statistical data and expert results obtained from the project.

...the algorithms of feedback need to be considered.

...at the beginning of the project, information was sent too late.

...stronger CBSS all Tasks coordination – in each Task, stronger national coordination.

...inadequate introductory coordination.

...too little coordination between the different Tasks.

...**external Communication:** Very good **but** in order to be able to represent and market the project the participants need to understand what it's all about, i.e. The substantive contents need to be developed and will be so, but we're not there yet.

...in preparational phase, information was transmitted slightly too late.

...when the central project coordinating body is competent with regards to admin, logistics and communication but lack expertise for the subject matter, it may attempt to market a project that is yet to materialize. Further involving an expert agency in the coordination could be a way of handling the dilemma.

...in different countries are different methods used to achieve project's goals and objectives.

...somewhat unclear message.

...**RECOMMENDATION:** bring in more experts.

...it is a challenge to set a common goal for a project, especially if the project has so many partners. Each partner has their own approach and expectations of this project.

...reach the private sector – the security industry might benefit in some way from the effects of the 14.3 project.

...**information translated to the National Rescue Authorities – Publicity Campaigns.**

...lack of clear information flow between partners especially concerning effects of events.

...different results within different Tasks.

...Task Leaders Meeting input for 14.3 results – but are floods + fires in another level of nuclear safety in CBSS records?

...improving the exchange of information is needed. It is necessary to inform participants with the results of the previous summits.

...interagency agreements with services of emergency management are required.

...action plan within Task (among involved partners) is the best solution to keep hand on project. Action plan helps to define deadline, responsibilities etc.

...working groups should involve relevant experts from all countries.

...I am very happy with the communication strategy of this project. This is the first project that my institution is participating in where communication is getting the necessary attention.

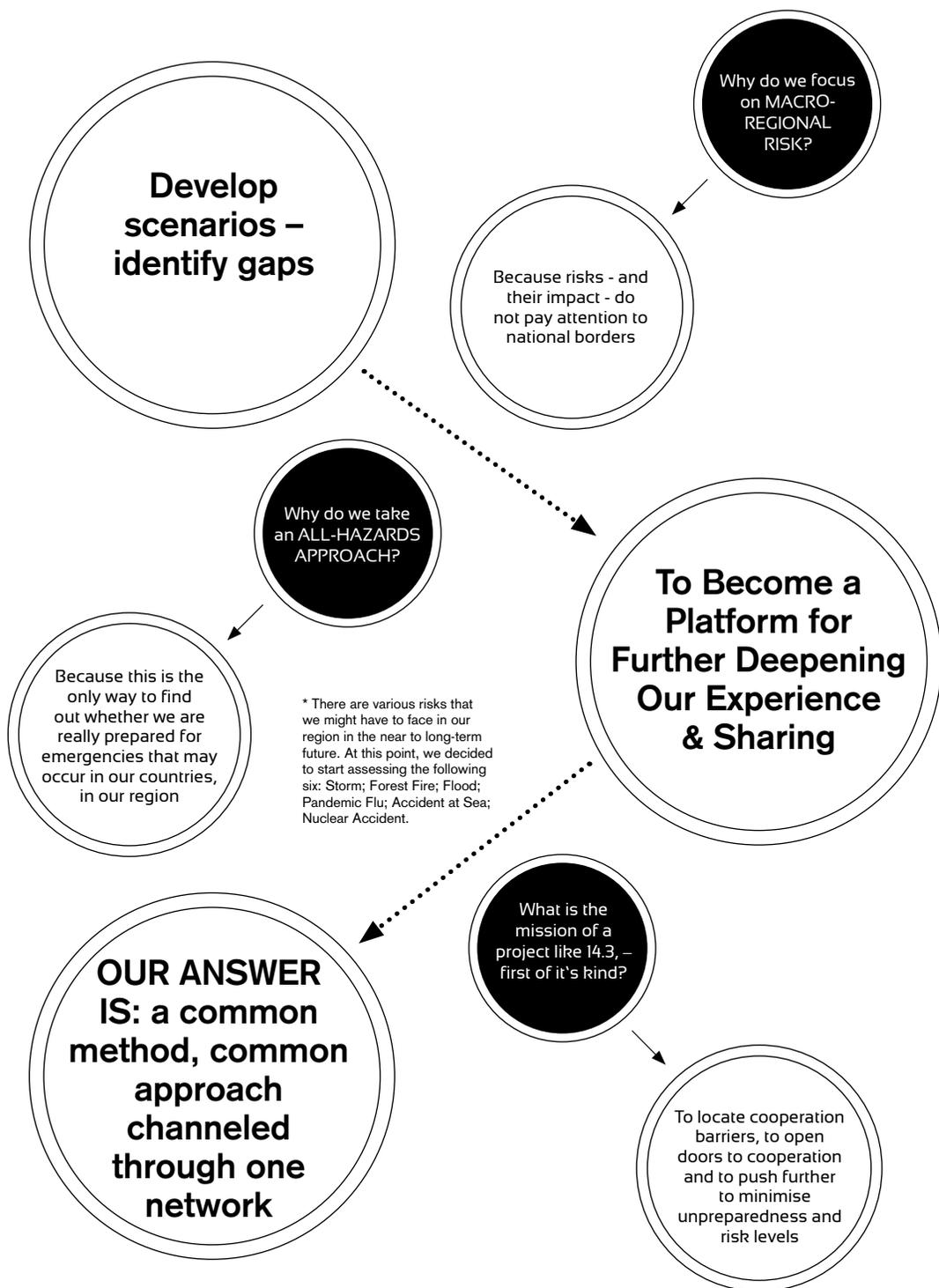
...more information on the websites of the project participants.

...work of the CBSS is well organised; the relationship between the experts is identified.

- Communication
- Coordination
- Deliverables
- ..... Outreach

# Project 14.3

Was the First Time that the Countries Around the Baltic Sea Worked Together on Macro-Regional Risk\*



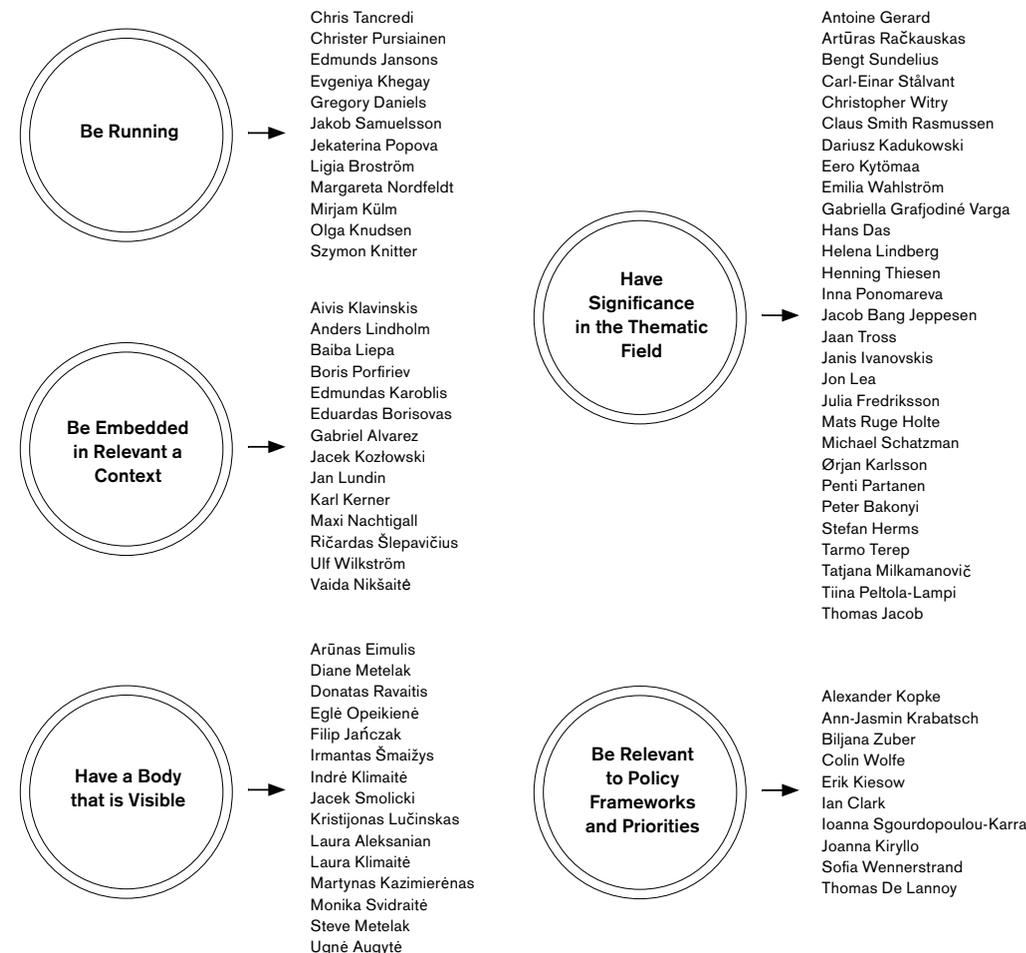
# Acknowledgements

The Project Book was based on a vision of capturing the 14.3 project in its methodological entirety, in particular through articulating the plane of enabling the project's becoming. The endeavour thus was focused on mapping strategies and contextualization that placed concrete project actions within the wider plateau of project related happenings, at the same time inspecting what significant meanings it can acquire. As such, it was inquiring into what a project can become as following the logic and dynamics of the politics of possibilities. For this reason we needed to account activities, motivations and strategic approaches that enable a project to take stance even without being directly related to the thematic body of the project.

14.3 project itself would not have happened without the visionary efforts of its initiators and organisations that came into partnership for it to happen. It would not have happened

without restless, engaging and often deeper than intended contributions and commitments of those assigned to project Tasks from the partnering institutions.

However, especially talking about enablement and provision of space for a project to happen, it would be fundamentally wrong to miss the acknowledgement of numerous complimentary contributions from various sources that encouraged, inspired and empowered the project to follow its own vision. Herewith we would like to thank everyone whose support, advice, assistance, good will, efforts and feedback made 14.3 project into what it became. Perhaps most of these people were not listed on project 14.3 timesheets. Yet their openness and understanding was instrumental in enabling the project 14.3 to become. It helped 14.3 to:





Co-financed by the EU-Civil Protection Financial Instrument



ISBN 978-91-981257-6-4



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This publication was conceived as part of the EU Strategy for the Baltic Sea Region EUSBSR flagship project 14.3 (January 2012 – June 2013); the project aimed to develop macro-regional risk scenarios and, based on their analysis, to identify capacity gaps in Baltic Sea region preparedness to cope with potential risks on macro-regional level.

The project was supported by:  
the EU Civil Protection Financial Instrument.  
Project Lead partner and Coordinating Beneficiary:  
Council of the Baltic Sea States Secretariat

**Project partners**

- Frederikssund-Halsnæs Fire & Rescue Service (Denmark)
- Estonian Rescue Board
- Finnish Radiation and Nuclear Safety Authority (STUK)
- Hamburg Fire and Rescue Service (Germany)
- State Fire and Rescue Service of Latvia
- Fire and Rescue Department under the Ministry of the Interior of the Republic of Lithuania
- Norwegian Directorate for Civil Protection (DSB)
- The Main School for Fire Service in Warsaw (SGSP)
- Swedish Civil Contingencies Agency (MSB)
- Swedish Institute

St. Petersburg University of State Fire Service of EMERCOM of Russia (under external funding agreement secured by the Swedish Institute)

EUSBSR Flagship Project 14.3 – Nanna Magnadóttir – Gertrude Opira (14.3 Task A Project Management CBSS Secretariat)

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**Visual**

Fourteen Point Three Notebooks Design by Laura Klimaitė (www.lauraklimaite.com)  
EUSBSR Flagship Project 14.3 Visual Identity by Jacek Smolich  
EUSBSR Flagship Project 14.3 Visual Identity Support and Customisation by Filip Jańczak

Special thanks to Dr. Christer Pursiainen who is now with the EC Joint Research Centre, ERNCIP, Italy

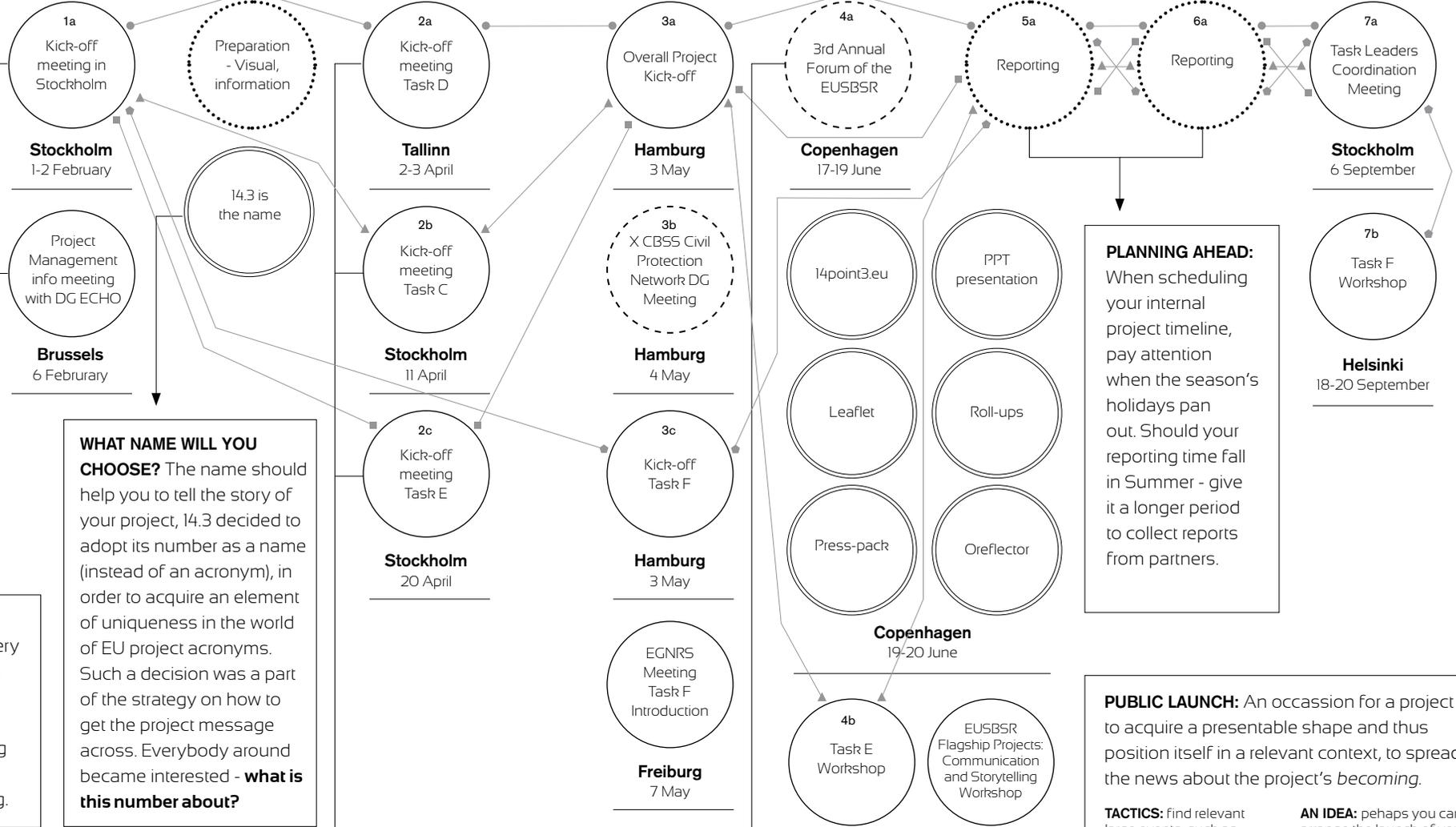
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14.3 is a flagship project under EUSBSR Priority Area Secure www.bsr-secure.eu

# Project as a timeline

2012

Project month



**WHAT NAME WILL YOU CHOOSE?** The name should help you to tell the story of your project, 14.3 decided to adopt its number as a name (instead of an acronym), in order to acquire an element of uniqueness in the world of EU project acronyms. Such a decision was a part of the strategy on how to get the project message across. Everybody around became interested - **what is this number about?**

**A MULTI-LAYERED PROJECT** which is composed of various tasks may require several kick-off actions. The key is to make sure that those people who will be implementing the work together, can meet and get to know each other as well as their common aims within the project.

**THE KEY:** To make sure that the project is embedded in relevant contexts from the very beginning. For 14.3 it meant: administration and management participation at the Info meeting with the European Commission, whilst for the project as such it meant being included in the agenda of the CBSS Civil Protection Network Senior Experts meeting.

**PLANNING AHEAD:** When scheduling your internal project timeline, pay attention when the season's holidays pan out. Should your reporting time fall in Summer - give it a longer period to collect reports from partners.

**PUBLIC LAUNCH:** An occasion for a project to acquire a presentable shape and thus position itself in a relevant context, to spread the news about the project's *becoming*.

**TACTICS:** Find relevant large events, such as conferences, networking and stakeholder events as well as exhibitions, where you can have a stand and presentation. Bring your info material and project story-tellers with you!

**AN IDEA:** perhaps you can arrange the launch of your project website as a public launch of a project?

- Action/Drop-Off
- Process
- Context
- Item

