

Work package 3

Deliverable: D3.4 Forming the future joint Baltic and North Sea Research and Innovation Programme's (BANOS) stakeholder platforms

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The main outcomes

- While the implementation structure of the future, joint BANOS Programme (as planned in the BANOS CSA) was not known at the time of preparing the deliverable 3.4, a narrower view focussing mainly on an outline and potential of the key stakeholder platform approach in the predecessor Programme (BONUS), spearheaded by the BONUS Forum concept, has been included in this report.
- BANOS endorses that when executed well and considered throughout its Programme, including the BANOS funded projects' implementation, an interactive and engaging multi-way interaction enabled by a well-designed platform can have a considerable impact in improving the relevance of the research and innovation at the decision-making level and in the society at large, stimulate and raise aspirations, develop knowledge and understanding and enable stakeholders to contribute to the region-wide, top research and innovation.
- BANOS supports development of fit-for-purpose stakeholder platforms and their development with key actors where applicable (derived from the results of BANOS CSA stakeholder mapping D3.2) and possible to ensure reaching mutual goals and aims in the regional seas' agenda and avoid unnecessary, overlapping efforts
- The SBE Partnership and its stakeholder platform development forms a central platform consideration for implementing BANOS SRIA in the coming years
- The legacy and model of predecessor Programme BONUS Art. 185 is acknowledged, and its example made best use of – as appropriate – in the future developments

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Description of task: (i.e. as in the Description of Work)

While the implementation structure of the future, joint BANOS Programme (as planned in the BANOS CSA) was not known at the time of preparing the deliverable 3.4, a narrower view focussing mainly on an outline and potential of the key stakeholder platform approach in the predecessor Programme (BONUS), spearheaded by the BONUS Forum concept, has been included in this report.

Originally, the description of work in task 3.4 included the following:

Drawing from and building on the equity of the ongoing BONUS Art. 185 Programme's BONUS Forum, a similar stakeholder platform will be formed as a key mechanism for stakeholder involvement in the new, future, joint Baltic Sea and North Sea Research and Innovation Programme. The development of such platform is strongly based on the outcomes of tasks 3.2 and 3.3 and the practical implementation of task 1.4 – strategic orientation workshop(s) – a key part in the process of the development of the joint research and innovation agenda across knowledge end-users, science community and funders. The platform will allow consultations, discussion and sharing of the planning and outcomes with stakeholders, as well as identifying emerging research needs from decision-makers' and other key actors' perspectives. Follow-up and 'lessons learnt' from the ongoing BONUS Art. 185 calls and projects can be aired on the platform. Such platform will also facilitate and advance the northern regional seas integration of research, the joint use and planning of infrastructure capacities as well as the integration of research funding. At times, sub-platforms addressing either the Baltic or the North Sea or a partly a combination of these two are envisaged to serve a role in the Programme. Writing of a concept paper that builds on the ongoing BONUS Art. 185 experience, about forming a new Programme's stakeholder platform as detailed above will work towards 'hitting the ground running' and this way maximising later the dissemination and exploitation success of the new Programme's results. Implementing of this task will commence in M4 and will be complete by M30. The work will start with drafting a concept paper of the new 'Joint Baltic Sea and North Sea Research and Innovation Programme's Forum' (based on BONUS Art. 185 experience) (M4) and introducing Programme and the Forum concept to the key actors to be involved. The first joint Baltic Sea and North Sea Research and Innovation Programme forum will take place during the **BANOS CSA** implementation when the strategic orientation workshop is to convene (M18, see Task 1.4.). In M25 the revisited and finalised concept paper will be discussed at FPM meeting and in M30 the Programme Forum' concept paper will be formally adopted at the last assembly meeting. A critically important element of forming future platforms to be used in the new Programme **BANOS CSA** is the linking and joining of efforts related to already existing networks that share common stakeholder groups in the realities of these two regional seas. Every effort will be made to enhance regular, effective and strong dialogue within these often-shared platforms by many actors while, at the same time, avoid any unnecessary overlapping and ineffective measures.

Contents

1	Executive Summary	4
2	BONUS Forum as a potential, key stakeholder platform model for BANOS	5
3	BANOS Pilot: The BANOS Strategic Orientation Workshop 2020.....	7
4	Other stakeholder platforms	9
5	Conclusions.....	11

1 Executive Summary

Stakeholder engagement is one of the key priorities set when developing the framework of the future BANOS Programme as planned in the BANOS CSA. BANOS stakeholders include every person, group or organization who/that affects or can be affected by the actions of BANOS. When executed well and considered throughout the BANOS Programme and its projects' implementation, an interactive and engaging multi-way interaction enabled by a well-designed platform can have a considerable impact in improving the relevance of the research at the decision-making level and in the society at large, stimulate and raise aspirations, develop knowledge and understanding and enable stakeholders to contribute to the region-wide, top research and innovation.

In this context, the earlier carried out BANOS stakeholder analysis (deliverables 3.2¹, 3.3²) allows the BANOS CSA consortium to understand who its potential stakeholders are and what the nature of the stakeholders' relationship is or could be to a future BANOS Programme, should such become a reality. While these analyses allow gauging the strength of the stakeholders' potential relationship to BANOS, the intention of the current work is to outline in more detail the potential the stakeholder platform approach of the predecessor Programme (BONUS) could have, should such be considered in a future context of implementing BANOS. The BONUS Forum was set up to foster consultations, discussion and sharing of the planning and outcomes with the stakeholders, while it also allowed identification of emerging research needs from decision-makers' and other key actors' perspectives. Also, facilitating and advancing the northern regional seas integration of research, the joint use and planning of infrastructure capacities as well as the integration of research funding, were all functions that a multi-faceted stakeholder platform was designed to cater and could cater in the future in BANOS too. In the future BANOS Programme context, also sub-platform consideration is necessary in order to address either the Baltic Sea or the North Sea or partly combination of both regions' more specific issues. This will wait now until further times as and when it may need to be further addressed.

This report outlines the key BONUS stakeholder platform, the BONUS Forum as potential model for the future BANOS Programme's key stakeholder platforms' development. In the end, some key guidance is issued to be potentially used as future reference, as appropriate. The relation of a specific stakeholder platform towards the Programme, and vice versa, may vary over time. This will depend on the different stages and objectives of the Programme's activities and changes in the operational landscape.

¹ J., F. De Raedemaeker, H. Pirlet, A-K. Lescauwaeet, M. Sirola (2019). Forming a comprehensive analytic map of the future Baltic and North Sea Research and Innovation Programme's (BANOS) stakeholders. BANOS CSA/T3.2.

² Lescroart J., K. Koho, F. De Raedemaeker, M. Sirola, H. Pirlet, A.K. Lescauwaeet, A. Andrusaitis (2020). Report mapping the relevant cross-border initiatives, analysing the cooperation potentials and proposing the cooperation mechanisms with the BS/NS research and innovation programme. BANOS CSA/D3.3.

2 BONUS Forum as a potential, key stakeholder platform model for BANOS

Stakeholder engagement is one of the key priorities set when developing the framework of the future BANOS Programme as planned in the BANOS CSA. BANOS stakeholders include every person, group or organisation who/that affects or can be affected by the actions of BANOS. When executed well, and considered throughout the BANOS Programme and its projects' implementation, an interactive and engaging stakeholder engagement can have a considerable impact in improving the relevance of the research at the decision-making level and in the society at large, stimulate and raise aspirations, develop knowledge and understanding and enable stakeholders to also profoundly contribute to the region-wide, top research and innovation.

Drawing from and building on the equity of the BANOS Programme's predecessor, BONUS Art. 185, also a consideration of a similar central stakeholder platform as outlined and adopted in BONUS³, i.e. spearheaded by the BONUS Forum, and its eventual establishment in the BANOS context, forms a cornerstone of this deliverable.

The development of the future BANOS stakeholder platform, as planned in the BANOS CSA and referred to from hereon as 'BANOS Forum' builds on the legacy of BONUS Art. 185 experience as well the outcomes of BANOS deliverables 3.2 and 3.3 which carried out preliminary stakeholder mapping for future BANOS, completed in 2019 and 2020 respectively. Both of these BANOS CSA deliverables are to be revisited and updated at the start of the future Programme. Furthermore, the practical implementation of deliverable 1.4 – strategic orientation workshop held in March 2019 – initiated on its part the piloting of the BANOS Forum format since it acted as the key consultation platform in BANOS CSA (that led to the launch of the BANOS Strategic Research and Innovation Agenda (BANOS SRIA⁴) in June 2021).

In BONUS Art. 185, the basis for stakeholder platforms was founded by appointing a dedicated BONUS advocates network in 2010 to work in the country level in the BONUS countries throughout the strategic phase of BONUS. The final hours of the advocate work were recorded in November 2011 and a report summarizing the advocate work experience was published in December 2011⁵. The BONUS advocates network was an encouraging pilot experiment. Without it, the number of participating stakeholders would have been most probably less and more one sided than it was during the early implementation period of BONUS Art. 185. Advocates facilitated communication between different stakeholder groups especially between science, management, business and policy. The national workshops formed stakeholder platforms also individually through which it was easier to form views on national priorities in the run-up to the completion of the first BONUS strategic research agenda 2011-17. Also, a key tool for future BONUS stakeholder communication was achieved by completing country specific stakeholder mappings. This allowed BONUS to continue to build and involve a community of individuals working cross-sectorally across the Baltic Sea region.

The BANOS Forum, if established as envisaged in BANOS CSA and based on the model of the BONUS Forum, would follow BONUS lead and allow consultations, discussion and sharing of the planning and outcomes with knowledge end-users, science community, funders and other stakeholders. Also, it would provide an opportunity to identify emerging research needs from decision-makers' and other key actors' perspectives. Such platform would also facilitate and advance the northern regional seas integration of research, the joint use and planning of infrastructure capacities as well as the integration of research funding. At times, sub-platforms addressing either the Baltic Sea or the North Sea or a partly a combination

³ BONUS EEIG: Outline of BONUS-169 Joint Baltic Sea Research Programme. BONUS Publication No.11, 2009. www.bonusportal.org/files/725/Publication_No._11.pdf

⁴ Koho K.A., A. Andrusaitis, M. Sirola, et al. (2021). The Baltic and North Sea Strategic Research and Innovation Agenda, BANOS SRIA 2021. BANOS CSA/D1.5

⁵ Aho H. and M. Sirola (2011), BONUS Advocate Report 2011. BONUS EEIG.

of these two would be seen to serve a role in the Programme. Furthermore, 'lessons learnt' from BONUS calls and projects could be aired on the platform.

The above action of possible future BANOS Forum listed above originate to large extent from the undercurrent of the eight BONUS Forums, organised annually or biennially in years 2010-2020. The Forums brought together representatives of ministries across all relevant sectors of the nine Baltic Sea coastal countries – environment, transport, agriculture, forestry and science – who deal with matters related to the Baltic Sea system research and governance. Furthermore, a key use of this platform created within BONUS Art. 185 was to consult about the development and updates of the policy-driven strategic research agenda while it also formed the most important end-user group of the bespoke knowledge generated within the BONUS projects. It also facilitated and advanced the pan-Baltic integration of research, including the joint use and planning of infrastructure capacities, not only by assisting in highlighting research needs, but also by facilitating of the integration of research funding.

Often the BONUS Forums were arranged jointly with strategically important partners and end-user groups. By sharing mutual stakeholder platforms and adding this way value to building long-term and region-wide Baltic Sea research and innovation network, overlapping efforts were also minimised.

The BONUS Forums held in 2010-2020 include the following:

- First BONUS Forum ([BONUS Forum 2010](#)) was organised in Tallinn, Estonia in 2010. With the BONUS advocate network's national reviews, It began the work of defining research needs from different sectors' perspectives for the first time. This started the process of developing the BONUS Strategic Research Agenda 2011-2017 and marked in many cases the first time when professionals working with Baltic Sea issues under different ministries were sitting together and discussing research needs from their policy perspectives.
- Second Forum ([BONUS Forum 2011](#)) convened back-to back with the Annual Forum of the EU Strategy for the Baltic Sea Region (EUSBSR) in Gdansk, Poland and shared with stakeholders first results of the BONUS+ projects that were piloting the BONUS funding mechanisms during their implementation in years 2009-2011.
- Third Forum ([BONUS Forum 2013](#)) was organised as a part of a joint BONUS-HELCOM stakeholder conference identifying future research needs of the Baltic Sea region in early March 2013 in Helsinki. This knowledge gathering fed into the update of the BONUS strategic research agenda published in January 2014.
- The Fourth Forum ([BONUS Forum 2014](#)) was delivered as a joint session at the fifth Annual Forum of the EU Strategy for the for the Baltic Sea Region (EUSBSR) in Turku in early June 2014. This joint, parallel work stream session titled 'Successful cooperation: research, development and innovation' was organised by BONUS and the EUSBSR Horizontal action leads for Sustainable Development from the CBSS Baltic-21. It demonstrated in an interactive way successful cooperation and the necessity of long-term sustainable development.
- The Fifth Forum ([BONUS Forum 2015](#)) was delivered in conjunction with a joint policy day and held as an Latvian EU presidency event during the tenth Baltic Sea Science Congress in June 2015 in Riga. Policy representatives were invited to join the discussions of the scientific community under the theme 'Viable ecosystem for a sustainable society' and strengthen the science-policy interface further with the event securing over 150 participants' attendance.
- [The 6th BONUS Forum](#) was organised as part of 'BONUS EEIG ten years' celebrations (4 May 2017, Helsinki). Its total of over 80 participants included, besides many BONUS Project Coordinators, Advisory Board and Steering Committee members and other key stakeholders that provided their perspectives on dimensions of impact of BONUS. The Forum was video-recorded and live streamed with over 30 additional viewers joining the event online in real time.
- [The 7th BONUS Forum](#) and the 8th HELCOM Baltic Sea Action Plan Stakeholder Conference (6 November 2018, Copenhagen) reinforced and developed the synergies of [HELCOM](#) and [BONUS](#) in association with key strategic actors in northern European regional seas – [OSPAR](#), [ICES](#), [JPI Oceans](#) – in efforts related to environmental policy and sustainable development of the northern European

regional seas. A total of over 120 participants, including policy makers, scientific community, non-governmental organisations and other end-users of knowledge with a stake in environmental policy and sustainable development of the northern European regional seas attended the conference.

- The BONUS community came together for the concluding, [8th BONUS Forum](#) (24 November 2020) held online due to the corona pandemic. A total of over 160 participants joined the online webinar celebrations and represented a wide array of stakeholders from policy sector, funders, scientific community, NGOs and others interested in BONUS, its outcomes and future plans.

As planned in the BANOS CSA, the BONUS Forum model could act as the basis on which the BANOS Forum could be based on. By ensuring that such platform is in place from the very start of BANOS, would enable ease of involvement of the knowledge end-users and other stakeholders of the BANOS community. In particular, linking and joining efforts related to already existing networks in both the Baltic Sea and the North Sea regions, in order to ensure sharing of common stakeholder groups in the realities of these two regional seas, would add value to the regional seas' efforts of the BANOS community. The aim would be to make every effort to enhance regular, effective and strong engagement for the benefit of the entire region as well as wider European regional seas.

3 BANOS Pilot: The BANOS Strategic Orientation Workshop 2020

In BONUS Art. 185, the BONUS Strategic Research Agenda (SRA) development and updates' processes were completed during Strategic Orientation Workshops (SOW), which were scheduled at the end of the transparent and thorough stakeholder consultations' cycle. The concept of the SOW as the central consultation event allowing involvement of representatives of all relevant stakeholder groups in co-design of the Strategic Research Agenda (SRA) was first developed in 2009 for launching the BONUS Art. 185 – the joint Baltic Sea Research and Development Programme⁶. The BONUS EEIG modelled the general approach of the so-called Dahlem Conferences: a series of 102 high level workshops held in Berlin between 1972 and 2012⁷. The original Dahlem format was applied for addressing a broad spectrum of challenges and research areas requiring interdisciplinary approach⁸.

The SOW format was further refined during the Strategic and Implementation phases of BONUS Art. 185. The first BONUS SOW was held in March 2011 in Dikli, Latvia and served for devising the BONUS SRA 2011-2017⁹. From the outset, the BONUS SRA was positioned as a “living document” undergoing systematic updates through a series of SOWs as well as focused stakeholder consultations and enquiries. After revisiting the dynamic policy landscape¹⁰, the second BONUS SOW (Tallinn, September 2013) was instrumental in producing the 2014 update of the BONUS SRA¹¹.

Already in 2015, outlining the possible future, joint Baltic Sea and North Sea Research and Innovation Programme¹², it was foreseen that *“The Programme’s SRIA will be based on the initial research and innovation needs ... and intensive stakeholder consultations ... and thereafter updated in an iterative*

⁶ BONUS EEIG: Outline of BONUS-169 Joint Baltic Sea Research Programme. BONUS Publication No.11, 2009.

www.bonusportal.org/files/725/Publication_No_11.pdf

⁷ www.fu-berlin.de/sites/dahlemkonferenzen/modell/index.html

⁸ https://en.wikipedia.org/wiki/Dahlem_Konferenzen

⁹ BONUS EEIG: BONUS Strategic Research Agenda 2011-2017, BONUS Publication No.12, 2011.

www.bonusportal.org/files/1246/Publication_No_12_SRA.pdf

¹⁰ Andrusaitis A., Kononen K., Sirola M. (2013), Policy framework analysis in the fields relevant to the BONUS Programme. BONUS Publication No.13. www.bonusportal.org/files/2654/Publication_No_13.pdf

¹¹ Andrusaitis, A., K. Kononen, M. Sirola, et al. (2014), BONUS strategic research agenda 2011–2017, update 2014. BONUS Publication No. 14. www.bonusportal.org/files/2981/Publication_No_14_update.pdf

¹² Andrusaitis, A., D. Cox, A. Dosdat, et al. (2016), Towards sustainable blue growth: Outline of the joint Baltic Sea and the North Sea research and innovation programme 2018-2023. BONUS Publication No. 15.

www.bonusportal.org/files/4699/BONUS_Publication_No_15.pdf

process (1-2 times during the implementation period). The SRIA will underpin the policy- and industry-driven character of the whole Programme.”

In a nutshell, the main principles underpinning the BANOS SOW design included the following that all were based to a large extent on the BONUS example respectively:

- Scrupulous attention to strong key stakeholders’ representation among the SOW participants derived from the outcome of stakeholder mapping tasks 3.2 and 3.3. I.e. The key actors of all relevant stakeholder groups (academia, funders of R&I, sectors of economy, industry, civil society) proportionally represented.
- Ample time for invited participants to prepare for SRIA discussions. I.e. at least a month before the event the pre-draft SRIA serving as a SOW input document is distributed to all participants.
- Openness and transparency of SRIA development. Direct engagement between the drafting team (DT) and the participants. The DT experts are presenting their respective parts of the pre-draft during the SOW thematic sessions and directly receiving feedback from the participants.
- Scrupulous attention to consolidating the stakeholder feedback and integrating it into the draft during the final phase of SRIA development.
- During SOW, the draft agenda was presented to a selected, well-representational circle of stakeholders including government organisations of the BANOS region, intergovernmental organisations, European Commission, industries, NGOs and the scientific community. The main purpose of the SOW was then to discuss each objective of the research agenda and to achieve a broad consensus among the research funding organisations and the stakeholders on the contents of the Programme.

In a sense, the SOW represents a key stakeholder platform that continues directly from the broader, more general and reoccurring BONUS Forums (and in the future possibly BANOS Forums) that also seek stakeholders’ views. This collected information filters also to SOWs, which then conclude a consensus of the vigorous process carried out with policymakers and other key end-users in formulating the strategic research agenda.

To this end, the concept of organizing SOWs was piloted in BANOS CSA (D1.4¹³) when a three-day web-based BANOS SOW was coordinated by the BANOS CSA Coordinating office from Helsinki during 31 March – 2 April 2020. In total over 100 stakeholders attended the workshop representing all BANOS region countries from primarily policy and science communities but also industry and NGOs. All selected with a view of D3.2 and 3.3 and the BONUS example in mind. This enabled reach of and engagement with a wide range and substantial number of stakeholders in codesigning the BANOS SRIA, which was eventually launched in June 2021.

¹³ Koho K.A., M. Sirola, K. Kononen, T. Launiainen, M. Sirendi, M. Ulvila & A. Andrusaitis (2020). The strategic orientation workshop report BANOS CSA/D1.4.

4 Other stakeholder platforms

There is a consensus among the BANOS countries that the main implementing platform for the BANOS SRIA would be the envisaged Partnership candidate on ‘A climate neutral, sustainable and productive Blue Economy’ (SBE Partnership), preparations having been led by the Commission and the Joint Programming initiative Healthy and Productive Seas and Oceans (JPI Oceans). Within a process of co-creation among the EU member and associated states the high level SBE Partnership SRIA was finalized earlier in 2021¹⁴ incorporating much of the BANOS SRIA in it as well. Now the final stages of outlining the Partnership proposal – negotiations of its governance and management model – are underway. The BANOS participating states support a ‘partnership of partnerships’ model, by which the SBE Partnership serves as a platform for jointly addressing the issues demanding pan-European approach as well as for joining forces for securing strong impact of marine and maritime R&I at European and global arenas.

In this context, new stakeholder platforms are expected to emerge and play a central role in implementing also the BANOS SRIA.

Also, the future Programme’s (as originally planned in BANOS CSA) online platform could take advantage of the BONUS online experience, well documented in the D3.6¹⁵ (i.e. a considered look of the BONUS legacy available on(off)line for future reference).

Other key stakeholder platforms developed and/or maintained by relevant actors as identified in BANOS CSA 3.2 and 3.3 tasks would need also a careful consideration in any context of BANOS SRIA implementation to ensure cost-effective and win-win linkages and to avoid unnecessary overlapping efforts within the regional seas’ agenda. To this end, the BANOS CSA stakeholder mapping provided helpful results as it identified over 200 transnational stakeholders (i.e. macroregional, European and global) that were scored for their *power* and *urgency* attributes as perceived by the BANOS CSA consortium towards the future BANOS Programme. Projected onto a *power-urgency* chart, the so-called ‘top quadrant’ of the transnational stakeholders, considered as having both high *power* and high *urgency*, resulted in the key actors (see Table 1) whose potential and existing stakeholder platforms would need closer examining to reinforce and/or establish joint efforts as and when appropriate, to interact and influence the key BANOS end-users of knowledge and ecotechnological advances and to avoid unnecessary overlapping efforts.

Table 1. The transnational stakeholders having both high power and high urgency as perceived by BANOS CSA members

TRANSNATIONAL STAKEHOLDERS – HIGH POWER / HIGH URGENCY	ACRONYM
Convention for the Protection of the Marine Environment of the North-East Atlantic	OSPAR
Baltic Marine Environment Protection Commission - Helsinki Commission	HELCOM
Directorate-General for Research and Innovation	DG RTD
International Council for the Exploration of the Sea	ICES
Joint Programming Initiative Healthy and Productive Seas and Oceans	JPI Oceans
Vision and Strategies around the Baltic Sea	VASAB
European Parliament Committee on Industry, Research and Energy	ITRE
Directorate General for Maritime Affairs and Fisheries	DG MARE
Directorate-General Environment	DG ENV
European Institute of Innovation and Technology	EIT
Joint Programming Initiative Connecting Climate Knowledge for Europe	JPI Climate

¹⁴ Horizon Europe candidate partnership. A climate neutral, sustainable and productive blue economy. Draft Strategic Research and Innovation Agenda (2021)

¹⁵ Sirola M. (2021). The website, a cross-cutting virtual platform to fit the future joint Baltic Sea and North Sea Research and Innovation Programme (BANOS). BANOS CSA/D3.6.

Joint Programming Initiative Water Challenges for a Changing World	Water JPI
Joint Programming Initiative on Agriculture, Food Security and Climate Change	FACCE-JPI
Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs	DG GROW
Directorate-General for Regional and Urban Policy	DG REGIO
Seas, Rivers, Islands and Coastal Areas Intergroup	SEARICA
Directorate-General for Agriculture and Rural Development	DG AGRI
Directorate-General for Climate Action	DG CLIMA
Directorate-General for External Policies	DG EXPO
European Maritime and Fisheries Fund	EMFF
Intergroup on Climate Change, Biodiversity and Sustainable Development	
EP Informal Baltic Sea Group	
Competitiveness Council	COMPET
Council of the EU Working Party on Research	
Intergovernmental Oceanographic Commission of UNESCO	IOC-UNESCO
Conference of Peripheral Maritime Regions - North Sea Commission	CPMR - NSC
European Marine Board	EMB
European Fisheries and Aquaculture Research Organisation	EFARO
Conference of Peripheral Maritime Regions - Baltic Sea Commission	CPMR - BSC
International Oceanographic Data and Information Exchange	IODE
Organisation for Economic Co-operation and Development	OECD
European Environment Agency	EEA
Joint Research Centre	JRC
European Maritime Safety Agency	EMSA
European Food Safety Authority	EFSA
European Fisheries Control Agency	EFCA
European Network of Marine Research Institutes and Stations	MARS
European Aquaculture Society	EAS
European Global Ocean Observing System	EuroGOOS
European Ocean Observing System	EOOS
European Research Vessel Operators	ERVO
European Marine Observation and Data Network	EMODnet
European Multidisciplinary Seafloor and Water Column Observatory	EMSO
European component of the international Argo global ocean observing system	Euro-Argo
European Marine Biological Research Centre	EMBRC-ERIC
LifeWatch-ERIC	
Waterborne Technology Platform	WATERBORNE TP
European Aquaculture Technology and Innovation Platform	EATIP
European Technology and Innovation Platform on Wind Energy	ETIPWind
NetWorld2020 European Technology Platform	NetWorld2020 ETP
Farm Animal Breeding and Reproduction Technology Platform	FABRE TP
European Technology Platform on Sustainable Mineral Resources	ETP SMR
European Technology Platform for Advanced Engineering Materials and Technologies	EuMaT
European Technology and Innovation Platform Bioenergy	ETIP Bioenergy
European Committee of the Regions	CoR
European MSP Platform	

Executive Agency for Small and Medium-sized Enterprises	EASME
European Commission Legal Service	
NordForsk	
Stockholm Environment Institute	SEI
European External Action Service	EEAS
Research Executive Agency	REA
European Centre for the Development of Vocational Training	Cedefop
European Regions Research and Innovation Network	ERRIN
BiodivERsA	
Enterprise Europe Network	
European Technology and Innovation Platform for Ocean Energy	ETIPOcean
Eurofleets	EuroFleets

5 Conclusions

While keeping in mind the work to be carried out at the beginning of BANOS to support efficiently the chosen implementation structure, the bullet points below provide preliminary guidance for the BANOS stakeholder platforms' establishment and cooperation with the relevant actors in the regional seas' ambitious agenda and landscape. These platforms enable fluent knowledge sharing and continuous mechanisms for stakeholders to take part in the Programme developments while supporting and adding value to, as feasible, in delivering the aims and objectives of BANOS SRIA and the BANOS Programme as a whole.

- BANOS endorses that when executed well and considered throughout its Programme, including the BANOS funded projects' implementation, an interactive and engaging multi-way interaction enabled by a well-designed platform can have a considerable impact in improving the relevance of the research and innovation at the decision-making level and in the society at large, stimulate and raise aspirations, develop knowledge and understanding and enable stakeholders to contribute to the region-wide, top research and innovation.
- BANOS supports development of fit-for-purpose stakeholder platforms and their development with key actors where applicable and possible to ensure reaching mutual goals and aims in the regional seas' agenda and avoid unnecessary, overlapping efforts
- The SBE Partnership and its stakeholder platform development forms a central platform consideration for implementing BANOS SRIA in the coming years
- The legacy and model of predecessor Programme BONUS Art. 185 is acknowledged, and its example made best use of – as appropriate – in the future developments