

Long-term Capacity Building in Ocean and Coastal Management

Integrated management of the coast and the marine environment is altogether an essential aspect of improving the social and economic conditions of communities which are mostly established in such coastal zones— hence the need for vigilance on the part of all those involved in development to ensure better management of the marine and coastal environment, a revenue source that must be managed in an ecologically rational way.

- Honorable Thierno Lo, Minister for the Environment and Protection of Nature, Senegal, January 25, 2006, Paris

Capacity building for the governance of ocean and coastal areas has been an important priority focus area of the Global Ocean Forum since its formation in 2001. Capacity development is essential for achieving integrated management of the oceans, especially in developing countries, SIDS, and countries with economies in transition.

Participants at the 1st and 2nd Global Conferences in 2001 and 2003 made key recommendations on capacity development:

- 1) Carry out capacity building that would support the involvement of both the national and sub-national levels of government in the development and implementation of integrated coastal management programs;
- 2) Increase the capacity of local governments and community-based groups to manage coastal and marine areas with appropriate scientific inputs and participatory processes; and
- 3) Promote the formulation of policies for the management of EEZs as a new frontier to maximize the economic return from ocean resources, in particular through the development of common vision for sustainable development across all oceans.

Assessment of Capacity-building Needs for the Development and Implementation of Ecosystem-based National and Regional Ocean Policies Among Developing Countries and Regions

Capacity building in light of national ocean policy development and improved ocean governance involves capacity development at three levels: Individual, institutional, and societal. Individually there is a need to develop ocean policy expertise through human resource development programs. Institutional capacity development involves providing support from internal and external sources to advance the design, implementation, and evalu-



ation of ocean legislation, including the development of implementation strategies such as intergovernmental and cross-sectoral coordination mechanisms and conduct of targeted research and development projects. At the societal level, capacity building involves the development of public awareness and empowerment to be able to take part in decision-making in ocean governance.

Ultimately, to be successful, the good practice principles of capacity building need to be followed which, in spite of their context-specificity and complexity, are clear. Similarly, sufficient resources (both skills and money) need to be set aside as it is a long process, institutional and societal. Only within this understanding and framework will sufficient capacity be built and lead to efficient and effective ocean governance.

This will involve risk and demand courage and requires that government, private organizations, local civil society organizations, international non-governmental organizations, and donors take responsibility for addressing their contributions to capacity building.

- Ali Mohammed and James Kamula,
New Partnership for Africa's Development (NEPAD)
Coastal and Marine Coordination Unit (COSMAR)
Secretariat, June 15, 2007

Global Strategy for Capacity Development in Integrated Ocean and Coastal Management

The Global Ocean Forum has devised a Global Strategy for Capacity Development in Integrated Ocean and Coastal Management that consists of 1) conducting a series of Regional Assessments and 2) a new Ocean Leadership Training Program for High-Level National Ocean Leaders.

Regional Assessments

Global Ocean Forum carried out 8 regional assessments of capacity building needs for ocean and coastal management (in East Asia, Africa, Latin America, in 4 SIDS regions (Pacific, Caribbean, Atlantic, and Indian Ocean), and

Box 18. South-to-South Cooperation on Capacity Development among 8 Portuguese Speaking Nations

The Community of Portuguese-Speaking Countries (CPLP) organized the first-ever workshop on The Seas of the Community of Portuguese-Speaking Countries during the Global Forum's The Ocean Policy Summit (October 10-14, 2005), to identify the common needs of its member states--Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, Portugal, São Tomé and Príncipe, and East Timor--in the development of national ocean policies as a major strategy for strengthening their national economies as well as their external relations. The total area of the Exclusive Economic Zones of the member States of the CPLP is approximately 10 million sq. km, and for centuries the histories of these countries have been closely related to the oceans, rendering their oceans as a major cultural and socio-economic asset.

The workshop The Seas of the CPLP, which took place on October 10, 2005, constituted a historic meeting where high level representatives of the CPLP Member States discussed, for the first time, the sustainable management of oceans; prioritized common major issues on oceans management; and identified avenues for cross-national collaboration to address these issues. The participants drew up an action plan for enhanced cooperation among member states, including the holding of a high-level officials workshop for raising awareness on oceans management.

The Government of Brazil subsequently hosted a Ministerial-level workshop for the CPLP, held in Brasilia on May 24-26, 2006, which resulted in a Framework of Cooperation on the Environment among CPLP Member States. The framework represents a renewal of the commitments made by the Community of Portuguese-Speaking Countries to multilateral environmental agreements, particularly the Johannesburg Plan of Implementation and the Millennium Development Goals. In addition, the CPLP Framework of Cooperation on the Environment gives priority to the implementation of existing institutional arrangements already in place, particularly in respect to the Bali Strategic Plan for Technology Support and Capacity Building, the UNEP Global Programme of Action for the Protection of the Marine Environment from Land-based Activities, and the GEF International Waters Program.

The workshop participants agreed that a fruitful cooperation among CPLP nations could be achieved in the areas noted below with different countries taking responsibility for serving as the lead on the issue:

- Biodiversity
- Combating Desertification and Mitigation of the Effects of Drought
- Ecotourism
- Environmental Education
- Ocean and Coastal Management
- Waste Management
- Integrated Water Resources Management
- Climate Change and Renewable Energies.

The Framework will be implemented in various ways, including through:

- Exchange of information;
- Professional enhancement, through training courses, student exchange and academic programs;
- Strengthening environmental management programs;
- Implementation of joint projects in each of the thematic areas included in this Framework;
- Exchange of technicians, consultants and researchers;
- Organization of seminars, symposia and conferences; and
- Provision of equipment and other necessary materials for the accomplishment of specific projects.

Implementation of the Framework is already underway with a specific two-year agreement with funding between Brazil and Cape Verde to provide support for Cape Verde in capacity building, training, methodologies, and publications related to integrated management of coastal shores and to oil spill prevention.

among the 8 Portuguese-speaking nations (see Box 18). The intent of this activity was to develop a detailed proposal for action in capacity development that could be part of a funding portfolio for the GEF and other donors in the future. This strategy includes various modalities for achieving long-term capacity development and the special role that the GEF and other major ocean donors could play in this regard, starting from the recommendations emanating from the regional capacity assessments already undertaken. The assessments focused especially on identifying the needs at various levels:

- the needs of high-level national decisionmakers
- the needs for training the next generation of leaders through university-based programs
- the needs of local community-level leaders.

The following regional assessments were prepared:

Assessment of Needs in Capacity Development for Ocean and Coastal Management in the Community of Portuguese-Speaking Nations

The Seas of CPLP: Informal workshop for the mobilization of the members of the Community of Portuguese Speaking Countries in the development of an ocean policy, October 10, 2005, Lisbon, Portugal, Community of Portuguese-speaking Nations (CPLP)

Implementation Strategy for Advancing Ocean and Coastal Management in the Atlantic SIDS

Marina Pereira Silva, Independent Consultant (Cape Verde), and Isabel Torres de Noronha, Community of Portuguese-Speaking Nations (CPLP) Oceans Strategy Advisor (2006)

Atlantic, Indian Ocean, Mediterranean, and the South China Sea (AIMS) SIDS Rapid Assessment: Policy Analysis on Strategies for Implementation of Ocean and Coastal Management Priorities

Nirmal Jivan Shah, Nature Seychelles, Peter Edwards (Jamaica), LaVerne Walker (St. Lucia), Lindsey Williams (US) (2006)

Implementing the Pacific Islands Regional Oceans Policy: A Rapid Assessment on the Status of Ocean and Coastal Management in the Pacific Islands Region with Recommendations for Immediate Priority Actions

Cristelle Pratt and Mary Power, Pacific Islands Applied Geoscience Commission (SOPAC), and Alf Simpson, Independent Consultant (2006)

Assessment of East Asia's Capacity Building in Oceans and Coastal Governance Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) (2007)

Assessment of Africa's Capacity Building Needs for the Development and Implementation of Ecosystem-based Ocean Governance

Ali Mohammed and James Kamula, New Partnership for Africa's Development (NEPAD) Coastal and Marine Coordination Unit (COSMAR) Secretariat (2007)

Strategies for Implementing Coastal and Ocean Management in the Wider Caribbean Region

Peter Edwards (Jamaica), University of Delaware, and Franklin McDonald, United Nations Environment Programme/Caribbean Environment Programme (2007)

Capacity Assessment in Ocean and Coastal Management in Latin America

Secretariat of Environment and Natural Resources (SEMARNAT), Mexico, and Patricia Muñoz, National Polytechnic Institute (IPN), Mexico (2008)

The Global Ocean Forum Working Group on Capacity Development has been mobilized and produced a Policy Brief on Capacity Development for the 4th Global Oceans Conference. The Policy Brief makes a number of recommendations for next steps for the Global Ocean Forum to consider, including promoting the development of ocean leaders in partnership with global/regional organizations, i.e. AOSIS, WIO, GEF/ASLME, WIOMSA, CTI, facilitating a high-level multi-donor (public and private) multi-partner conference on capacity development, and enhancing education in marine affairs/policy for the next generation of ocean leaders (through regional consortia of universities).

New Training Program Aimed at High-Level National Ocean Leaders

Under the Global Forum's GEF IW:LEARN: Portfolio Learning in International Waters with a Focus on Oceans, Coasts, and Islands and Regional Asia/Pacific and Coral Triangle Learning Processes project (July 2009-June 2013), Component 1 - Advancing the Global Agenda on Oceans, Coasts and Small Island Developing States, the Global Ocean



Forum will be developing an Ocean Leadership Training Program, which aims to foster the development of “ocean leadership” among high-level decision-makers, including both the highest level permanent officials at national levels and in the UN country missions in New York.

The Global Ocean Forum invites the collaboration of various organizations, especially donor organizations, in this initiative, in order to jointly develop a long-term program which will be sustainable in the long-term.

Defining Ocean Leadership

The goal of ocean leadership is the development of a broad vision and skills to be able to address the thorny issues related to oceans, coasts, small island developing States, biodiversity, and climate in an integrated manner, and increasing understanding of the interrelationships among issues and the impacts of uses and activities on the marine environment and on each other. While rooted in the context, culture, and experience of a particular country, an ocean leader will have the ability to understand the complex interplay among international, national, and local policies and politics, which typically shapes actions in the oceans area. The ocean leader will have a deep appreciation of the meaning of ocean stewardship, of public benefits from sustainable ocean use, and of his/her personal responsibility to future generations, to his/her nation, and to the global community in this regard. The ocean leader will have, as well, the capacity to think, act, and negotiate strategically to advance stewardship of oceans at national and international levels. The ocean leader will have the capacity to negotiate strategically with other countries and the private sector to ensure that the ocean resources in the areas of his/her national jurisdiction are used sustainably and for the benefit of the country’s public and especially of its coastal communities. The ocean leader will have sufficient knowledge and understanding of marine science, economics, public administration, and politics, to enable him/her to formulate and implement ocean policies in an effective and efficient manner and with lasting benefits to the public and to coastal communities.

Proposed Training and Target Groups

This training will combine the following:

- 1) Substantive issues related to the interplay of oceans, coasts, climate, and biodiversity and related international and national frameworks;
- 2) Leadership skills;
- 3) Negotiation skills.

The training will target the highest level permanent officials in developing countries and SIDS as well as country officials in the United Nations Missions in New York

(responsible for international negotiations). Special emphasis will be put on the following groups of countries: Coral Triangle Initiative countries; SIDS countries; countries in the Western Indian Ocean region and Agulhas and Somali Currents Large Marine Ecosystem; and countries in the Community of Portuguese-Speaking Nations.

Specific Modules in this Training Program may include:

- 1) Implementation of WSSD and UNCED targets on oceans, coasts, and SIDS: State-of-the Art: a) Status of Ecosystems and Resources; and b) How Well are We Doing?
- 2) Effective Communication, Negotiation, and Decision-making;
- 3) Oceans and Climate Change: a) Developing Strategies and Linkages Among Management Initiatives; b) Putting Oceans in the Climate Agenda, c) Addressing Climate Change Impacts on Vulnerable Ecosystems and Communities.

The Ocean Leadership Program will be offered in two packages: 1) a short-term intensive training program; and 2) an executive Master’s degree program. The short-term training program will be developed and delivered, with partners, initially in English. Subsequently, the program may be delivered in different languages together with leading partners from different countries. The executive Master’s degree program will be developed in partnership with the University of Delaware and other academic institutions in other world regions.

The Global Ocean Forum will work with donors to devise an effective Ocean Leadership program. The Global Oceans Forum has held discussions on this issue for several years.

The Global Ocean Forum organized the Ocean Donors Roundtable in 2005 to bring together public and private donors on oceans to: 1) share information on existing funding programs on oceans, 2) consider global needs for funding for ocean conservation and management efforts, 3) discuss alternatives for filling gaps in global oceans funding, 4) possibly devise approaches for public-private funding for global ocean priorities. Meetings held since its organization (at the 2005 Ocean Policy Summit and at the 2006 Global Oceans Conference) emphasized the need to prioritize funding for capacity development since long-term capacity development is considered the basis for forward movement in the achievement of the global oceans agenda. At the 2008 Global Oceans Conference, the Working Group on Capacity Development recommended the development of a public/private strategy on long-term capacity development in ocean and coastal management.