



CLME+ Project

Caribbean & North Brazil Shelf Large Marine Ecosystems

2017

A Review of LME-Related Partnerships and their Achievements

David Hugh Vousden, Consultant



Catalyzing implementation of the
Strategic Action Programme for the Caribbean and
North Brazil Shelf LME's (2015-2020)



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FOREWORD

The following review was undertaken originally in 2017 by the consultant under contract to the UNDP/GEF Project “Catalysing Implementation of the Strategic Action Programme (SAP) for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems” (CLME+ Project, 2015-2020). It has been revised and amended for this CLME+ Publication.

Dr. Vousden is a Professor of Ocean Governance at Rhodes University in South Africa. He is also a Senior Consultant to the United Nations on Ocean and Coastal Management. He has provided expert advice and professional evaluation services to marine ecosystem management and ocean governance initiatives in every global ocean and many of the world’s seas. He has also been intimately involved in the development and teaching of a number of courses related to ocean governance and marine ecosystem management over the last 20 years and at many levels. He has had a long career of full-time management, consultancy and advisory positions within various United Nations agencies dealing with ocean and maritime matters. Over 18 years have been spent focusing on project development, management and evaluation for GEF projects within the fields of large marine ecosystems, integrated water resource management, small island developing states, and transboundary river and aquifer management.

The process of implementing Strategic Action programmes throughout the world’s Large Marine Ecosystems has inevitably required the development of effective and sustainable alliances and partnerships between the countries within and bordering the LMEs, the associated Intergovernmental Organisations and other interested stakeholders such as academia, national and international research bodies, the private sector and the non-governmental organisations as well as coastal communities.

Over the past two decades, many lessons and best practices have arisen from the development and adoption of such partnerships which can be very usefully replicated in other LMEs.

INTRODUCTION

The *Caribbean and North Brazil Shelf Large Marine Ecosystems* (jointly referred to as “the CLME+ region”) are bordered by 26 States and 18 Dependent Territories. This vast marine area (4.4 million km²) is a major contributor to regional economic development and is key to many globally relevant ecological processes. Two economic drivers important to the region’s economy and which are dependent on its marine ecosystems and associated living resources are fisheries and tourism.

The CLME+ region is regarded as one of the most *geopolitically diverse and complex* sets of LMEs in the world. The culturally diverse countries and territories that border this maritime area range from among the largest (e.g. Brazil, USA) to among the smallest (e.g. Barbados, St. Kitts and Nevis) and from the most developed to the least developed in the world. Both the *marine resources* as well as key *problems* affecting these resources (*overfishing, pollution, habitat degradation* and *climate change*) are shared to a very large extent by the many territories that make up this region. Highly variable progress exists across the region with regard to ocean and living marine resources governance. Capacities for living marine resources management vary considerably at national, sub-regional and regional levels.

A *10-year Strategic Action Programme (SAP) to reverse environmental degradation* in the CLME+ region has been endorsed at high political levels by more than twenty countries. The SAP puts considerable focus on priority actions that aim at *dealing with root causes* of environmental degradation such as *weak governance arrangements* and capacity and information gaps, and overall lack of coordination of efforts, as a result of geopolitical and sectoral fragmentation at the regional, sub-regional, national and local levels.

It is well recognized within the region that, with its 6 Strategies, 4 Sub-Strategies and a total of 76 priority actions, this ambitious SAP cannot be implemented by a single organization, project or initiative. However, insufficient communication, co-ordination and information exchange among primary CLME+ SAP stakeholders and among the myriad of existing and planned programmes, projects and initiatives in the region constitutes an important barrier to fully achieving the societal and environmental benefits expected from SAP implementation.

The objective of this report has been to review the existing global experiences relating to the establishment of strategic alliances and formal partnerships for improved management, in particular within the context of ocean governance, the management of shared living marine and the effective and collaborative implementation of Strategic Action Programmes within Large Marine Ecosystems. The review considers and discusses the management and governance options already available and proven in various scenarios and marine ecosystems around the world that might with a view to identifying examples and practices which could be adapted and adopted by the CLME+ region and its stakeholders, while respecting the sovereign rights of each participating State.

The CLME+ Partnership process itself will aim to coordinate, collaborate, create synergies and linkages, avoid overlap and strive for complementarity, cost-effectiveness and cost-efficiency, and acquire enhanced oversight of the many efforts and initiatives on the marine environment in the CLME+ region, in order to jointly improve the governance of the CLME+ region as a socio-ecological system, and to promote and contribute to the sustainable management, use and protection of associated living marine resources.

CHAPTER I: The Review of LME-Related Partnerships and their Achievements

SARGASSO SEA ALLIANCE/COMMISSION

Background:

The Sargasso Sea is a haven of biodiversity through various stages of species' life-cycles, a migratory corridor, a spawning ground and supports a range of endemic species. Threats to this unique are include:

- Adverse impacts from ships and shipping including underwater noise, damage to Sargassum mats, chemical discharges and ballast water exchange;
- Pollution from floating debris including plastics;
- Overfishing and the negative impacts of fishing including by-catch and habitat damage;
- Future harvesting of Sargassum seaweed; and
- Climate change

Geographic Area/Extent of Collaboration

The Sargasso Sea is an area of open-ocean situated within the North Atlantic subtropical gyre and bounded on all sides by the clockwise flow of major ocean currents. The Sargasso Sea study area occupies ~ 4,163,499 km² in an area extending between 22°–38°N, 76°–43°W and centred on 30°N and 60°W.

Purpose

Led by Government of Bermuda to build a network of international partners to:

- Achieve **international recognition** of the global importance of the Sargasso Sea
- Work with existing international and sectoral organisations to achieve better protection for the Sargasso Sea **in accordance with the Law of the Sea Convention**
- Use this experience as an indication of what is possible and not possible under current regime for ABNJ

It does not aim to establish an MPA as such but has been formally 'described' as an EBSA and submitted to the CBD repository as such.

Mandate of The Sargasso Sea Commission

- A. Exercise a stewardship role for the Sargasso Sea and keep its health, productivity and resilience under continual review;
- B. Develop a work programme and action plans for the conservation of the Sargasso Sea ecosystem;
- C. Develop its rules and procedures as appropriate;
- D. Develop a regular budget and generate necessary financial reports;
- E. Serve as a focal point for the gathering and exchange of such information and data, develop a repository of information and scientific data relating to the condition of the Sargasso Sea ecosystem and make it publicly accessible;
- F. Foster and promote outreach, public awareness and scientific research and observation, and liaise with appropriate national, regional and international organisations to this effect;

- G. Publish and/or publicise reports of the results of scientific research and, as appropriate, submit such reports to governments, national, regional and international organisations with relevant competences for their consideration;
- H. Monitor the effects, including cumulative effects, of any anthropogenic activities in order to determine whether such activities are likely to have adverse impacts on the Sargasso Sea ecosystem and to assess the appropriateness and effectiveness of any measures being adopted for the conservation of the Sargasso Sea;
- I. Liaise with the Signatories, as well as with other governments in the region and appropriate national, regional and international organisations with relevant competences, including those with competence in adjacent marine areas, to obtain a better understanding of issues of common concern and interest through, where appropriate, developing exchange of data, sharing of databases and collecting data in standardised formats;
- J. Cooperate with governments, national, regional and international organisations with relevant competences in the development of environmental impact assessments, strategic environmental assessments and equivalent instruments;
- K. Encourage cooperation among governments, national regional and international organisations with relevant competences in developing and promoting contingency plans for responding to any significant pollution incidents; and
- L. Undertake such other tasks as may be deemed appropriate by the Meeting of the Signatories.

Prior to meetings of the Signatories, the Commission will negotiate and discuss interventions (e.g. such as getting species of eels onto Appendix 2 of the Convention for Migratory Species listings). These ideas and proposals are then discussed by the Signatory Parties and they decide whether or not to take them forward.

Legal basis (or otherwise)

The Commission is the result of three years of work by the Sargasso Sea Alliance and operates as a stand-alone legal entity established by Bermudian and US law. While the Commission has no management authority, it will “exercise a stewardship role for the Sargasso Sea and keep its health, productivity and resilience under continual review”. The Hamilton Declaration is a non-binding political statement which establishes the Commission. The Signatories agree to hold a regular Meeting of Signatories and endorse the establishment of a Sargasso Sea Commission to encourage and facilitate voluntary collaboration toward the conservation of the Sargasso Sea. The Hamilton Declaration specifically states that *‘Acknowledging that this Declaration is not legally binding and is without prejudice to the existing legal rights and obligations of the Signatories under international law or to the competences of regional and international organisations’*. The Hamilton Declaration identifies and agrees on a Common Vision shared by all signatories and defines effective Institutional Arrangements for Collaboration.

Institutional Arrangements

Started under the Alliance as a 30-member Steering Committee which met twice during negotiation of the Hamilton Declaration. The Alliance then naturally evolved into the Commission through a more formal declaration of Intent (The Hamilton Declaration).

Then, under the Hamilton Declaration the following structure was adopted:

- **Meeting of Signatories** (once a year)
- A **Sargasso Sea Commission** (6 volunteer Commissioners) with a stewardship role. Appointed by the Government of Bermuda. Meets virtually
- **Sargasso Sea Secretariat** (small permanent body)
- **Financial Mechanism**. A 501 (c)(3) in US and as a registered Charity in Bermuda

The Commission also has Observer Status within the International Seabed Authority

Membership

Signatory Governments: Azores, Bahamas, Bermuda, British Virgin Islands, Monaco, United Kingdom, United States

Participatory Governments: Netherlands, Sweden, South Africa, Turks and Caicos

Observers: International Seabed Authority, OSPAR, Secretariat – Convention on Migratory Species, IUCN, Inter-American Convention for the Conservation of Sea Turtles.

It is important to note that these are Signatory **Governments** and not States. Azores is a signatory government, not the state of Portugal. Similarly, the British Virgin Islands (and also most likely the Cayman Islands next) are signatory governments in their own right, not under the UK (which is its own signatory government).

Website: <http://www.sargassoseacommission.org/>

Key Observations, Lessons and/or Challenges

- Started as the Sargasso Sea Alliance and used this 'Alliance' partnership to then negotiate the Hamilton Declaration as a more formal Agreement resulting in the Commission.
- Hamilton Declaration defines a non-binding Declaration by governments for collaboration towards a common vision in pursuing conservation measures for the Sargasso Sea ecosystem through existing regional and international organisations with relevant competences.
- An important factor that helped to move the Hamilton Declaration ahead was constant communication with stakeholders and keeping them involved throughout the process.
- Hamilton Declaration primarily engages Governments
- Sargasso Sea Commission is also keen to engage with the Private Sector
- In this context, has established good relations with International Committee for Protection of Cables
- Keen to extend to other sectors
- Commission had discussed with IMO the possibility of declaring the Sargasso Sea as a PSSA (Particularly Sensitive Sea Area) but UK as a Hamilton Declaration Signatory, will not support
- Although SSC has no formal and legally-binding Treaty framework behind it, this allows it a lot more flexibility in decision-making, unlike OSPAR which is often found to be 'hamstrung' by its own rules and regulations
- The concept of signatory governments rather than signatory states is a useful one.

PEMSEA

Background

Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) is an intergovernmental organization operating in East Asia to foster and sustain healthy and resilient oceans, coasts, communities and economies across the region. In 1993, GEF launched a pilot project in the region focusing on the prevention and management of marine pollution by setting up integrated coastal management (ICM) pilot sites; mobilizing sub-regional efforts to address marine pollution problems in the Straits of Malacca and Straits of Singapore; and strengthening capacity development, especially in developing countries. The successful completion of this pilot phase project in September 1999 led to the building of confidence and

recognition of the need to develop stakeholder partnerships in addressing the increasing environmental challenges in the seas of East Asia. A second phase project (1999–2007) focusing on building intergovernmental, interagency and multisectoral partnerships in environmental management was supported by GEF, with implementation beginning in October 1999. The thrust of the new project was to build partnerships, hence the acronym PEMSEA, to represent the new project initiatives. The major focus of the PEMSEA project included:

1. Formulation and adoption of integrated approaches to managing land and water uses, from river basins to coastal seas, among participating countries in response to the challenges of climate change, sea level rise, loss of biodiversity, depleting fisheries and marine resources, severe degradation of water quality, and increasing multiple-use conflicts in the coastal and marine areas;
2. Development of human resources in areas of planning and sustainable management of coastal and marine areas through innovative capacity development programs such as promoting horizontal learning among stakeholders, south-south and north-south learning, on-the-job learning, as well as formal and informal training programs;
3. Demonstration of ICM as a systematic and effective approach to managing land and water uses in coastal areas, and scaling up of ICM initiatives; and
4. Development and adoption of a sustainable regional mechanism to augment national and regional commitment to protect and manage the coastal and marine environment of the Seas of East Asia.

In December 2003, participating governments and collaborative partners endorsed the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA), A marine strategy adopted by 14 countries that outlines a shared vision, harmonizes international development goals and provides a framework for sustainable development of coasts and oceans.

PEMSEA's Country Partnerships were formalized through the Haikou Partnership Agreement, signed by 11 countries on 15 December 2006. The agreement established PEMSEA as the regional coordinating mechanism for the implementation of the SDS-SEA. Twelve additional stakeholders (including technical organizations, industry associations, NGOs and regional programs) later signed the Partnership Operating Arrangements, thus becoming the first group of non-governmental organizations to be formally recognized as PEMSEA Partners for the implementation of the SDS-SEA. In addition to 20 Non-Country partners today, PEMSEA has established a powerful network of Regional Centers of Excellence and ICM Learning Centers and the PEMSEA Network of Local Governments.

Geographic Area/Extent

East and South East Asian Seas (See membership list below) including Yellow Sea, East China Sea, South China Sea, Indonesian Sea, Sulu and Celebes Sea. Covers an area of 7 million km² and 234,000 km of coastline, with 9 of the world's 28 mega-cities located on its coasts. Home to over 1/3 of all the world's coral reefs and mangroves and the highest levels of biodiversity for coral reef fish.

Purpose

PEMSEA is a partnership of public, civil society, corporate and other stakeholders. PEMSEA has delivered a regional declaration of commitment to implement a shared vision, adopted by 14 countries – the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA). This incorporates new and emerging priorities at the global level (e.g., SDGs, Aichi Biodiversity Targets, Sendai Framework, UNFCCC) and advances the role of partnerships and innovative financing. It promotes sustainable economic development through the application of integrated coastal management (ICM). It also represents potentially billions of dollars of investment cutting across all ocean sectors, committed to by governments of the region. The original Priority Targets for the SDS-Sea include:

- A. Mobilisation of the necessary resources, capacities and service, as well as legal, financial and economic arrangements, including the adoption of a rolling ten-year regional partnership programme and the production of a regional State of the Coasts report by 2009 building on existing relevant national and regional initiatives and programmes.

- B. Formulation and implementation of national policies and actions plans for sustainable coastal and ocean development in at least 70 percent of the participating countries by 2015, in order to develop and strengthen integrated coastal and ocean governance at the national level.
- C. Implementation of Integrated Coastal Management (ICM) programmes in at least 20 percent of the Region's coasts by 2015, to achieve the sustainable development of coastal lands and waters and to promote intra- and inter-regional partnerships in ICM capacity building.

The Integrated Coastal Management (ICM) Code was initiated in 2007 by PEMSEA in its efforts to develop and implement a systematic approach to integrated management of marine and coastal resources using the ICM approach. Today, the code is recognized as an essential component of national ICM scaling up programmes in several countries and seen as a potential source of revenue for the PRF operation. The Code encapsulates decades of ICM practices and experiences, particularly in the East Asian region,

Every three years, PEMSEA hosts the East Asian Seas Congress that consists of a Ministerial Forum, an International Conference and other events. The conference focuses on tracking progress of SDS-SEA, encourages knowledge exchange and raises important issues regarding coastal management in the region. It also tries to engage private sector in helping develop sustainable financial and business solutions to coastal management problems.

The East Asian Seas Sustainable Business Network is a network of companies supporting blue economy development in East Asia through cross-sectoral interactions (Fisheries & Aquaculture; Ports & Marine Transport; Tourism; Oil & Gas; Coastal Manufacturing; Marine Technology & Environmental Services, among others); connection to regional dialogue with local and national government; access to potential business and investment opportunities through link to regional network of local governments and development organizations; and awareness of trends and latest science through regional network of universities

Membership

Country Partners: Cambodia, China, Indonesia, Japan, Laos, North Korea, Philippines, South Korea, Singapore, Thailand, Timor-Leste, Vietnam

Non-Country Partners: ASEAN Center for Biodiversity, Conservation International Philippines, Coastal Management Center, IOC Sub-Commission for the Western Pacific, International Ocean Institute, International Environmental Management of Enclosed Coastal Seas Center, International Union for Conservation of Nature (Asia Regional Office), Korea Environment Institute, Korea Maritime Institute, Korea Ocean Research and Development Institute, Northwest Pacific Action Plan, Ocean Policy and Research Foundation, Oil Spill Response, Plymouth Marine Laboratory, Swedish Environmental Secretariat for Asia, UNDP/GEF Small Grants Programme, UNEP Global Programme of Action, UNDP/GEF Yellow Sea LME Project.

Collaborators: Department of Sustainability and Environment, Victoria, Australia, National Oceanic and Atmospheric Administration, United States Department of Commerce, Victorian Coastal Council, Victoria, Australia.

Legal basis (or otherwise)

Haikou Partnership Agreement on the Implementation of the Sustainable Development Strategy for the Seas of East Asia was signed by 11 countries in December 2006. This is a formal Agreement signed at Ministerial level to recognise PEMSEA as the regional coordinating mechanism for the implementation of the SDS-SEA and to resolve to transform PEMSEA from what was then a project-based arrangement into a self-sustained and effective regional collaborative mechanism with a mandate to pursue the implementation of the SDS-SEA and formally establishing the regional implementing arrangements.

Institutional Arrangements

The 2006 Haikou Partnership Agreement established PEMSEA as the region's coordinating mechanism for the implementation the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA). PEMSEA carries out its mandate through the following operating mechanisms as agreed in the Haikou Partnership Agreement:

East Asian Seas (EAS) Congress:

Held every three years, the Congress serves as an intellectual melting pot of the various stakeholders, partners and collaborators, and is an opportunity to share knowledge and monitor the progress of the SDS-SEA programmes and projects. Among the various events of the Congress are a Ministerial Forum and an International Conference. The Ministerial Forum is a venue for providing policy directions and commitments related to SDS-SEA implementation, while the International Conference conducts knowledge exchange activities and discussions targeted at specific sectors' issues, while promoting priority programmes and various mechanisms and encouraging corporate responsibility the business community.

East Asian Seas (EAS) Partnership Council: The EAS Partnership Council is a regular body that provides the policy and operational guidance for the progress of the implementation of the SDS-SEA. It steers, monitors and reviews the ongoing directions of the implementation. The Council is composed of an Executive Committee, an Intergovernmental Session and a Technical Session.

PEMSEA Resource Facility (PRF): Secretariat and technical services are provided by the PRF to support SDS-SEA implementation. Specifically, Secretariat Services oversees the implementation of Council decisions, the organization of the EAS Congress, and monitoring and reporting. Technical Services delivers and mobilizes policy and technical advice, capacity building and technical support for sustainable coastal ocean governance. An Executive Director heads the PRF, overseeing coordination between both Services. Voluntary contributions from the region's Partners and from other sources are used to fund Secretariat Services, while Technical Services augment funds from sponsored projects and programmes.

PEMSEA has a **Ministerial Forum** which meets every three years and provides direction pertaining to key concerns for regional cooperation and expresses the fulfilment of their international commitments related to sustainable development. It receives reports from the East Asian Seas Partnership Council and the recommendations of the triennial East Asian Seas Congress.

PEMSEA has an **East Asian Seas Partnership Council** comprised of all Country and Non-Country Partners, it formulates programme and operational policy in support of the implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA), in accordance to the direction, recommendations and commitments provided by the Ministerial Forum, the EAS Congress and other Partners. The EAS Partnership Council features two constituents of governance – the **Intergovernmental and Technical Sessions**. PEMSEA member countries make up the Intergovernmental Session. The Intergovernmental Session provides policy guidance, reviews and work programmes, approves budgetary allocations and monitors progress, outcomes and impacts of SDS-SEA implementation. The Technical Session is composed of all member governments and stakeholder partners. It receives technical and scientific reports from the Partners, identifies and evaluates projects and work programmes, provides technical advice and information, and promotes partnership interactions on topics of common interest. The EAS Partnership Council elects an Executive Committee to guide and oversee the implementation of recommendations and decisions of Council on an 'intersessional' basis. The **Executive Committee** consist of 6 Country Representatives.

PEMSEA is managed on a day-to-day basis by a Secretariat of 7 permanent staff with a headquarters are in Quezon City, Philippines.

Website: <http://www.pemsea.org/>

Key Observations, Lessons and/or Challenges

- The undoubted success of the PEMSEA projects rests on the success of the partnership and collaborative arrangements that have been established.
- This success and sustainability hinges on key ingredients i.e. 1. A clear, shared widely-owned vision, 2. Inclusive multi-level partnerships, 3. Active stakeholder participation (not mere consultation) sustained through incentive mechanisms, 4. Adequate funding streams and resource counter-parting, 5. Science-based management support, 6. Purposeful and focused capacity building and organisational strengthening, and 7. Active communication and advocacy. Any weakness in any one of these elements will impair the function of the others.

- It is essential that Partnerships include all relevant stakeholders (through both vertical and horizontal integration) at all levels (e.g. various government agencies including local and community representation, NGOs, private sector, academia, church and religious groups, women's groups, schools, etc.)
- These partnerships do not evolve overnight despite any formal pieces of paper to that effect. It requires time, trust and demonstration to build up a critical mass of support
- Demonstrating collaboration and partnerships at a 'local/national' level helps to develop an understanding of the potential. PEMSEA started as a collaborative project in marine pollution and prevention and then focused its efforts specifically on building partnerships on environmental management before morphing into the partnership for the implementation of the SDS-SEA that it is today
- PEMSEA developed and adopted a 'standard' approach to preparing, initiating, developing, adopting and implementing ICM within the region with specific 'stress reduction' indicators adopted to capture signs of environmental and social improvements. It then demonstrated this approach at a number of selected pilot sites in the region.

Western Indian Ocean Sustainable Ecosystem Alliance

Background

The Western Indian Ocean Sustainable Ecosystem Alliance (WIOSEA) arose as a partnership within the ASCLME Project (Agulhas and Somali Current Large Marine Ecosystems) Project of UNDP-GEF and the nine countries of the WIO region. As with so many GEF International Waters projects, delivering on activities and developing a sustainable LME management system requires input and support from many different entities and agencies and, in working together, this almost inevitably evolves into a partnership(s) with shared responsibilities around a mutually-agree set of actions and expectations. In order to effectively undertake a Transboundary Diagnostic Analysis of the two LMEs in the region (as well as the Mascarene Plateau area) it was necessary for various scientific, technical and socioeconomic agencies and interest groups to form a collaborative understanding and to cooperate in such activities as oceanographic data collection and analysis, taxonomic assessment, cost-benefit analysis, capacity building and training, etc. The creation of this WIOSEA was agreed at a GEF Western Indian Ocean Stock-Taking Meeting in Nairobi in 2010. This meeting of high-level government persons endorsed the need for developing a Western Indian Ocean Sustainable Ecosystem Alliance based on the principles of ecosystem-based management, which will ensure that the efforts and inputs of all stakeholders are captured and evolved into a focused and effective regional management and governance system for the WIO LMEs. Consequently, an Alliance (WIOSEA) in which various bodies signed formal MoUs and Agreements to collaborate on specific activities and visions. In forming this Alliance, it was recognised by the ASCLME Steering Committee that the WIO region and its LMEs is important globally as well as regionally and its well-being is a responsibility that extends beyond the region, especially in terms of marine resources (e.g. Distant Water Fishing Fleets) and climate change (The Agulhas Current has a direct impact on ocean-atmosphere exchanges throughout the entire Atlantic Ocean). Therefore, the countries of the WIO should not shoulder this responsibility alone and, as part of this Alliance for the future, global partners and global support will be a continuous and growing necessity. Consequently, the WIOSEA is recognised as being part of the regional structure for SAP Implementation within the formally-endorsed SAP document as signed at the Ministerial level by all of the nine countries.

However, WIOSEA existed under ASCLME with the necessary institutional arrangements through the UNDP GEF ASCLME project. This closed in 2014 and it has taken nearly 3 years to arrive at a stage where the next 'SAP Implementation' phase will take over. During this period the Alliance has been dormant and would need to be reactivated with new agreements and negotiations.

Geographic Area/Extent

Landward (western) boundary – the east coast of Africa from Somalia to South Africa. Eastern boundary - Approximately 67 degrees East and to include those parts of the EEZs of all the major western Indian Ocean island states, the South Equatorial Current and the Central Indian Ridge that fall to the west of this eastern boundary. Southern boundary - Approximately 42 degrees South and approximately 20 degrees East to include the Agulhas Current region, as well as the Agulhas Return Current. The important seamounts of the SWIO are included, but not the EEZs of South Africa and France in the Southern Ocean. Northern Boundary - 10 degrees north, to include the Somali current, offshore upwelling and great whirl, but excludes the EEZ of Yemen. The region covers approximately 22.3 million square kilometres.

Purpose

At the heart of the WIOSEA concept is the provision of credible science-based management and policy information, supported by regional and international earth observation. WIOSEA effectively represents a collaborative body of partners established during the course of ASCLME and SWIOF (South West Indian Ocean Fisheries) Project activities through mutual agreement and interest. During these two projects, these partnerships support cruises and offshore surveys, nearshore surveys, mooring deployment and process studies as well as data analysis and modelling. The ASCLME project undertook a Policy and Governance Assessment prior to developing the Strategic Action Programme (SAP) for the WIO LMEs. This has shown that the western Indian Ocean Region has a plethora of regional institutions that have legal competence in relation to various and diverse aspects of marine resource management in the region. The countries agreed that, rather than create a new institution to oversee the SAP, that a structured Non-Binding Collaboration and Cooperation Mechanism would be more appropriate. The Assessment noted that other models have been used in similar situations which promote partnership and cooperation through non-binding cooperative agreements. It was, indeed, such an arrangement based on this less formal model which seems to have evolved somewhat organically from the work of the ASCLME and related projects. In seeking to find ways of establishing collaboration without creating new (or changing existing) institutions, the model of a Western Indian Ocean Sustainable Ecosystem Alliance had naturally developed and was already proving to be effective. Consequently, this Alliance approach was embraced by a large number of the partners who are working with the ASCLME and its sister Project SWIOFP (the South West Indian Ocean Fisheries project) as well as by the countries through the Project Joint Steering Committee. The intended method of delivering the necessary cooperative actions to implement the proposed Strategic Action Programme would be through such an ‘Alliance’ of partners. The basic concept of such an Alliance is to build on and consolidate the relationships already established during the implementation of the ASCLME and the SWIOF Projects. It would act as a means of unifying governments, international organisations, scientific bodies, NGOs, the private sector and civil society within the WIO region in efforts to consolidate support for the development and implementation of an ecosystem approach to marine governance and for the actual implementation of the Strategic Action Programme. This Western Indian Ocean Sustainable Ecosystem Alliance already (at the time of endorsement of the SAP) had a current membership of 22 regional and global academic, scientific and Intergovernmental institutions and NGOs (as well as private industry through a single Council) through bipartite and tripartite agreements. The various partners of the Alliance have agreed to allocate funding and capacity to support the Strategic Action Programme for the Western Indian Ocean, particularly in the areas of Ecosystem Monitoring; Capacity Building and Training; and the development of Science-Based Governance as well as Community Engagement. The intention now is to consolidate these partnership agreements through the Strategic Action Programme under one single agreement for cooperation. The SAP identifies the functions of the Alliance at the Technical level and at the cooperative Management level.

The Strategic Action Programme for the Sustainable Management of the Western Indian Ocean Large Marine Ecosystems states that ‘The monitoring and indicators programme will build on the partnerships established during the course of ASCLME and SWIOF Project activities through an Alliance (The Western Indian Ocean Sustainable Ecosystem Alliance - WIOSEA). Currently, these partnerships support cruises and offshore surveys, nearshore surveys, mooring deployment and process studies as well as data analysis and modelling. Further data management and dissemination partnerships will also be consolidated and strengthened to underpin the sustainability and preservation of long term monitoring datasets. Other partnerships will be negotiated and formalised as requirements are identified.

Membership

At the time of closure of the ASCLME project in 2014, the WIO-SEA had some 30 plus partners with the partnership arrangements variously defined through formal MoUs, signed Project Documents, or more loose letters of collaboration or Aides Memoire. Within these various documents, the mutual areas of interest and shared activities and support have been defined.

Legal basis (or otherwise)

There is no formal legal basis for the WIOSEA itself although it is formally recognised as an 'institutional' arrangement for implementing the SAP within the signed and endorsed SAP document itself. Any formal agreements were all made at the bilateral level during the ASCLME project. However, the new SAPPHIRE project as endorsed by GEF has a significant requirement to deliver a single WIOSEA partnership which is formally defined in the document as 'Deliverable 1.3.2: Consolidation of the WIOSEA partnership and definition of its support role through one Agreement which includes or references decisions by partners on support to SAP Implementation where appropriate'. So, the formal intention is to revive WIOSEA under a single partnership agreement where feasible rather than a series of bilateral agreements.

Institutional Arrangements

There are no defined Institutional Arrangements at present for WIOSEA as it was originally set up and managed under the UNDP GEF ASCLME Project. As it is an integral part of the SAPPHIRE project, this latter project has defined activities that will help to elaborate such arrangements: 1. A Regional Meeting of WIOSEA Partners to define the role and to discuss the long-term strategy and sustainability of the Alliance, in collaboration with other similar regional groups such as the Consortium for the Conservation of the Coastal and Marine Ecosystems of the Western Indian Ocean (WIO-C), which is a consortium of NGOs in partnership with intergovernmental organisations. 2. Further Development of the WIOSEA Partnership arrangements which identify commitments from partners to support of SAP implementation where appropriate.

Website: <http://www.asclme.org/>

Key Observations, Lessons and/or Challenges

- Not all Alliance/Partnership Agreements need to be formal. A simple, shared vision and understanding to collaborate can be just as effective without creating concerns about legal commitments and obligations
- Bilateral partnerships can be useful but a more sustainable collaborative approach to such aspects as SAP implementation can be agreed through a single Alliance whereby the work is shared out and support and responsibility allocated by mutual agreement to achieve and over-arching vision.
- Such an Alliance can usually sit within an existing mandated structure or institutional body to avoid creating an unnecessary new level of bureaucracy with the consequent financial and capacity burdens that would arise.

MedPartnership

Background

The Strategic Partnership for the Mediterranean Sea Large Marine Ecosystem (MedPartnership) was a project funded by GEF and Implemented by UNEP-MAP as a collective effort of leading environmental institutions and organizations together with countries sharing the Mediterranean Sea to address the main environmental challenges that Mediterranean marine and coastal ecosystems face. The project closed in 2015 after 2 extensions. The MedPartnership was a continuation of a previous

GEF Project run by UNEP/MAP (2002-2006). This project reviewed and updated the existing Transboundary Diagnostic Analysis for the Mediterranean (TDA-MED) and designed/elaborated two Strategic Action Programs (SAPs). The MedPartnership focused on priority actions identified by the signatory countries to the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean (Barcelona Convention) in two Strategic Action Programmes (SAPs).

These respectively aimed to:

- (a) reduce land-based sources of marine pollution
- (b) protect biodiversity, living resources and their habitats

The MedPartnership was led by the United Nations Environment Programme / Mediterranean Action Plan (UNEP/MAP) and financially supported by the Global Environment Facility (GEF), and other donors, including the European Commission and all participating countries.

The MedPartnership Project is now closed. However, a new follow-on project has been approved in Concept and this is the Mediterranean Sea Programme (MedProgramme): Enhancing Environmental Security. Although there are no clear physical/institutional arrangements identified in this Project for further development of the Partnership it is hoped that the Partnership will be resurrected and expanded.

Geographic Area/Extent

The Mediterranean (see member countries below)

Purpose

The specific objectives of the MedPartnership were:

- to assist countries in the implementation of the SAPs and NAPs to reduce pollution from land-based sources, and preserve the biodiversity and ecosystems of the Mediterranean from degradation;
- to assist countries in the implementation of the Integrated Coastal Zone Management ICZM Protocol;
- to leverage long-term financing, and
- to ensure through the Barcelona Convention and MAP systems the sustainability of activities initiated within the project beyond its specific lifetime.

The MedPartnership aimed to catalyse action to create an enabling environment for the necessary policy, legal and institutional reforms in the partner countries, as well as investments, to:

- improve environmental conditions of pollution and biodiversity hotspots and other priority areas under stress;
- promote the sustainable use of marine and coastal resources through integrated approaches;
- reduce pollution from land-based sources;
- enhance the protection of 'critical' habitats and species;
- integrate climate considerations into national marine and coastal planning.

The MedPartnership delivered a Regional Project with four components:

Component 1: Integrated approaches for the implementation of the SAPs and NAPs: ICZM, IWRM and management of coastal aquifer: coordination of activities, joint outputs.

Component 2: Pollution from land-based activities, including Persistent Organic Pollutants: Implementation of SAP-MED

Component 3: Conservation of biological diversity: Implementation of SAP BIO and related NAPs.

Component 4: Project Co-ordination, NGO Involvement, Replication and Communication Strategies, Management and Monitoring and Evaluation.

Membership

The Project was carried out in the following GEF eligible countries: Albania, Algeria, Bosnia and Herzegovina, Croatia, Egypt, Lebanon, Libya, Morocco, Montenegro, Syria, Tunisia and Turkey. The Palestinian Authority also participates.

The Regional Project was led by UNEP/MAP and executed by ten (10) leading organizations (regional, international, non-governmental, etc.) in the Mediterranean:

Food and Agriculture Organization of the United Nations (FAO)

Global Water Partnership - Mediterranean (GWP-Med)

Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE)

UNEP/MAP Priority Actions Programme Regional Activity Centre (PAP-RAC)

UNEP/MAP Regional Activity Centre for Sustainable Consumption and Production (SCP-RAC)

UNEP/MAP Regional Activity Centre for Specially Protected Areas (SPA-RAC)

UNEP/MAP-MEDPOL

UNESCO International Hydrological Programme (UNESCO/IHP)

United Nations Industrial Development Organization (UNIDO)

WWF Mediterranean Programme Office (WWF MedPO)

Legal basis (or otherwise)

The MedPartnership is effectively a GEF-funded project and has no obvious legal basis other than a signed Project Document. According to the Terminal Evaluation, the project was executed by UNEP MAP in partnership with 10 co-executing agencies. This partnership was at the core of the RC, with MAP and the PMU providing excellent leadership and coordination of this complex execution arrangement.

Institutional Arrangements

Three basic management and coordination structures were created for the duration of the project.

The **Project Management Unit (PMU)** with responsibility for the execution of the project and located in UNEP/MAP.

The **Strategic Partnership Project Steering Committee (SPSC)** acting as the main policy body overseeing the execution of the project. The committee met annually and comprised of:

- MedPartnership National Focal Points from all GEF-eligible countries
- Representatives of the implementing agencies (UNEP), the executing agency (UNEP/MAP), the co-executing partners and the European Commission
- The Project Manager
- The President of the Bureau of Contracting Parties to the Barcelona Convention and major donors

The Committee was co-chaired by the President of the Bureau of the Barcelona Convention and the Coordinator of UNEP/MAP.

The **Strategic Partnership Coordination Group (SPCG)** was responsible for the overall coordination of the MedPartnership, in particular ensuring effective exchanges and synergy between the Regional Project and the Investment Fund Project. The Coordination Group met annually and comprised of:

- MAP Coordinator (chair);

- Representatives of the GEF Secretariat;
- Project Manager of the Regional Project;
- Representatives of the co-executing partners and UNEP/GEF Coordination Office;

Website: www.themedpartnership.org

Key Observations, Lessons and/or Challenges

- Embedding the MedPartnership in an established regional framework (Barcelona Convention and MAP) that has common goals regarding management of the Mediterranean LME provided many benefits and synergies to both the project and MAP
- Engaging a range of partners for project execution in their respective areas of expertise is a necessary and effective strategy for implementation of a multi-faceted technical project covering different thematic areas across the various project components. The MedPartnership design was a complex one, with 11 sub-components spanning topics from IWRM and ICZM to pollution control and biodiversity protection to fisheries management. The project engaged a diverse mix of technical partners to lead specific activities consistent with their respective mandates and areas of expertise. This partnership arrangement was one of the project's greatest strengths and largely responsible for successful delivery of the project. In addition, partners brought added benefits to the MedPartnership including bringing their own networks on board, mobilizing additional expertise as well as co-finance, and strengthening the institutional foundation for sustainability of project outcomes. Coordination of such a partnership, however, can be challenging, and mechanisms to address this included the Project Coordination Group and interagency meetings
- Involvement of core staff of the partner agencies in project execution (and not only external consultants) ensures that institutional memory is retained and facilitates uptake of the project results in the agencies' ongoing and planned initiatives, promoting sustainability of project results. This experience also helps to promote learning and to strengthen the institutional capacity of the agencies to participate in similar projects and initiatives, to the benefit of the Mediterranean marine and coastal environment and its dependent human communities.
- 'One size does not fit all'. There was wide disparity among the countries in terms of technical and human capacity (especially between North African countries and the Balkan countries), financial resources, institutional frameworks, priorities, and needs. This limited the extent to which the 'weaker' countries were able to contribute to (e.g., co-finance) as well as benefit from the project including assimilation of results in national policy and planning.
- The concern now is that there is no institutional base maintaining the partnership

Small Island Developing States Partnership

Background

In November 2014, the UN General Assembly adopted a Resolution on SIDS Accelerated Modalities of Action (the Samoa Pathway). Paragraph 101 of the Samoa Pathway requested the Secretary-General, in consultation with Member States, to present recommendations, including through the use of existing intergovernmental mechanisms, for a partnership framework for small island developing States. The recommendations should be presented to the General Assembly for consideration and action at its sixty-ninth session. On December 2015, the General Assembly decided (A/70/472/Add.2 - paragraph 11) to establish the Small Island Developing States Partnership (SIDS) Framework, in accordance with paragraph 101 of the SAMOA Pathway, to monitor and ensure the full implementation of pledges and commitments through partnerships for small island developing States. It was also agreed to form a Steering Committee on partnerships for small island developing States that shall be open to all States Members of the United Nations or members of the specialized agencies. Furthermore, it was agreed

to organize, on an annual basis, an action-oriented, results-focused, global multi stakeholder small island developing States partnership dialogue. The Department of Economic and Social Affairs was requested to finalize a standardized partnership reporting template and process, in consultation with the Steering Committee, which takes into account existing reporting mechanisms and the need to minimize the reporting burden and ensures reporting coherence;

Geographic Area/Extent

Globally focusing on all Small Island Developing States

Purpose

To monitor and ensure the full implementation of pledges and commitments through partnerships for Small Island Developing States, in order to promote the effective and efficient follow-up to the existing partnerships, in particular new partnerships launched at the third International Conference on Small Island Developing States, and to encourage new, genuine and durable partnerships for the sustainable development of small island developing States. The framework should ensure that partnerships focus on the priorities of small island developing States, identify new opportunities to advance their sustainable development of and ensure the full implementation of the Barbados Programme of Action, the Mauritius Strategy and the Samoa Pathway. The UN Secretariat, in consultation with the Steering Committee, will organize, on an annual basis, an action-oriented, results-focused, global multi stakeholder small island developing States partnership dialogue, with interpretation services provided on an as available basis, which will provide opportunities for reviewing progress made by existing partnerships, including, where applicable, inputs from regional and national partnership dialogues, the sharing of good practices, lessons learned and challenges and solutions from small island developing States partnerships, and encourage the launch of new partnerships for small island developing States in line with their priorities. As mandated by the SIDS Partnership Framework, DESA, in collaboration with the Steering Committee on Partnerships for SIDS, has developed a standardized reporting template and process for SIDS partnerships, for the purpose of informing all stakeholders on the progress of SIDS partnerships

Membership

306 SIDS Partnerships are currently registered on the SIDS Action Platform.

Legal basis (or otherwise)

Adopted by UN Resolution.

Institutional Arrangements

The SIDS Partnership Framework consists of:

- A Steering Committee, which is currently jointly chaired by Maldives and Italy
- The organization of an annual Global Multi-stakeholder SIDS Partnership Dialogue
- A partnership reporting template

The UN Department of Economic and Social Affairs and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States provides a supporting role to the Steering Committee;

Website: <http://www.sids2014.org/>

Key Observations, Lessons and/or Challenges

- This is a formal global framework for existing Partnerships working in areas and on activities related to SIDS to register in the SIDS Partnership Framework on the SIDS Action Platform and to share lessons and best practices. It is more of a 'dialogue' and sharing partnership than a true 'action' partnership as such
- It was created to have a monitoring function also to oversee and assess delivery on pledges and commitments made by such partnerships to support SIDS and to encourage new, genuine and durable partnerships for the sustainable development of small island developing States

OSPAR

Background

OSPAR is the mechanism by which 15 Governments & the EU cooperate to protect the marine environment of the North-East Atlantic. OSPAR started in 1972 with the Oslo Convention against dumping and was broadened to cover land-based sources and the offshore industry by the Paris Convention of 1974. These two conventions were unified, up-dated and extended by the 1992 OSPAR Convention. The new annex on biodiversity and ecosystems was adopted in 1998 to cover non-polluting human activities that can adversely affect the sea. OSPAR is so named because of the original Oslo and Paris Conventions ("OS" for Oslo and "PAR" for Paris).

Geographic Area/Extent

The North-East Atlantic, divided into the following regions:

- Region I: Arctic Waters
- Region II: Greater North Sea
- Region III: Celtic Seas
- Region IV: Bay of Biscay and Iberian Coast
- Region V: Wider Atlantic

Purpose

Since 1972 the OSPAR Convention has worked to identify threats to the marine environment and has organised, across its maritime area, programmes and measures to ensure effective national action to combat them. In doing this, OSPAR has pioneered ways of monitoring and assessing the environmental status of the seas by setting internationally agreed goals and by agreeing commitments by participating Governments to deliver what is needed. Under its North-East Atlantic Environment Strategy (NEAE Strategy) OSPAR is taking forward work related to the implementation of the Ecosystem Approach (NEAE Strategy Part I) and the suite of five thematic strategies (NEAE Strategy Part II) to address the main threats that it has identified concerning issues within its competence.

- Biodiversity and Ecosystem Strategy
- Eutrophication Strategy
- Hazardous Substances Strategy
- Offshore Industry Strategy
- Radioactive Substances Strategy

Under each theme, work is undertaken in relation to the monitoring and assessment of the status of the marine environment, the results of which are used to follow up implementation of the strategies and the resulting benefits to the marine

environment. The various strategies fit together to underpin the ecosystem approach. Programmes and measures are developed by the Committees on the basis of proposals from Contracting Parties.

Membership

The Contracting Parties are Belgium, Denmark, Finland, France, Germany, Iceland, Ireland, Luxembourg, The Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and United Kingdom, together with the European Union. Observer organisations play an essential role in the OSPAR Commission. They include other intergovernmental organisations working in similar fields, and international non-governmental organisations. The non-governmental observer organisations are environmental protection and nature conservation organisations, industry and trade organisations and organisations of regional and local authorities. There are currently 22 IGO Observers and 40 NGO Observers formally registered with OSPAR.

Legal basis (or otherwise)

The legal basis for OSPAR rests in the formal OSPAR Convention and its Contracting Parties (the 15 member countries). The work of the OSPAR Commission is formally governed by the Rules of Procedure of the OSPAR Commission.

Institutional Arrangements

An OSPAR Commission has been established through a formal set of Rules of Procedure. This Commission consists of representatives from each of the Contracting Parties. The Commission elects a Chairman and two Vice-Chairmen by the unanimous vote of the Contracting Parties present at annual Commission meetings. Ordinary meetings of the Commission shall take place at least once a year. On the request of at least three Contracting Parties, the Chairman of the Commission shall convene an extraordinary meeting as soon as practicable after the request. An extraordinary meeting shall only take place if the Contracting Parties requesting it provide the necessary facilities, unless the Commission has made other provision for it. The Commission appoints its Executive Secretary by consensus and that person is responsible for the administration of the OSPAR Secretariat.

The OSPAR Commission Secretariat facilitates the work of the Contracting Parties by supporting and organising an annual cycle of meetings together with intersessional work programmes. The international staff comprises an Executive Secretary, four Deputy Secretaries and seven Assistants. The OSPAR Secretariat administers the work under the Convention, coordinates the work of the Contracting Parties and runs the formal meeting schedule of OSPAR. The OSPAR Secretariat also manages reporting of Contracting Parties on the implementation of OSPAR measures and the reporting of data under OSPAR monitoring programmes. For some issues, practical data management is handled by a lead Contracting Party or contracted to specialist data centres.

Work to implement the OSPAR Convention and its strategies is taken forward through the adoption of decisions, which are legally binding on the Contracting Parties, recommendations and other agreements. Decisions and recommendations set out actions to be taken by the Contracting Parties. These measures are complemented by other agreements setting out:

- issues of importance
- agreed programmes of monitoring, information collection or other work which the Contracting Parties commit to carry out
- guidelines or guidance setting out the way that any programme or measure should be implemented
- actions to be taken by the OSPAR Commission on behalf of the Contracting Parties

OSPAR has signed Memoranda of Understanding and special cooperative relationships indicating a convergence of will and an intended common line of action with a number of international bodies and Conventions.

Website: <http://www.ospar.org/>

Key Observations, Lessons and/or Challenges

- A small core budget provides the leverage to focus significant resources from Government and industry into maintaining a healthy environment for the North-East Atlantic
- Sound science, careful monitoring and accurate assessment must underpin agreed policies.
- Every OSPAR measure has its implementation reporting and assessment procedures.
- The Rules of Procedure of the Commission are very detailed and comprehensive. This tends to restrict flexibility and impose a distinct and often-noted bureaucracy on OSPAR, frequently preventing it from moving ahead with important processes.
- On the other hand, when decisions are reached and endorsed, they come into action and are fully supported. For example, OSPAR was one of the first regional agreements to adopt High Seas Protected Areas,

Antarctic Ocean Alliance

Background

The Antarctic Ocean Alliance was formed in 2010 when the Commission for the Conservation of Antarctic Marine Living Resources, CCAMLR, committed to establishing a network of marine protected areas in the Southern Ocean. CCAMLR is the body responsible for conserving marine life in the Southern Ocean, from krill to penguins. It is made up of 24 countries and the EU. The Southern Ocean is the healthiest ocean on the planet, home to thriving populations of penguins, seals, whales, and weird and wonderful creatures that have adapted to its icy waters.

Geographic Area/Extent

The Antarctic Ocean Alliance is a coalition of environmental and conservation organisations working to support the creation of a network of marine protected areas in the Southern Ocean surrounding Antarctica.

Purpose

The Antarctic Ocean Alliance is a global movement calling for protection of this special place in a network of no-take marine protected areas. In 2016, CCAMLR members made a critical first step by protecting 1.5 million square kilometres of ocean in Antarctica's Ross Sea. Member countries are now considering additional proposals for marine protected areas for the East Antarctic and the Weddell Sea, in addition to a proposal being developed for the Antarctic Peninsula.

Membership

The AOA has a number of partners and organisations which collaborate with the Alliance in working towards designated marine protected areas around Antarctica:

- Antarctic and Southern Ocean Coalition
- The Pew Charitable Trusts
- Greenpeace
- Oceans 5
- Mission Blue
- The Last Ocean
- International Fund for Animal Welfare
- Humane Society International

- Whale and Dolphin Conservation Society
- International Polar Fund
- Greenovation Hub, China
- Blue Marine Foundation
- Deepwave
- Forest and Bird
- ECO (Environment and Conservation Organisations of Aotearoa New Zealand)
- Friends of the Earth, Japan
- CIES, South Korea

Legal basis (or otherwise)

No apparent legal basis – just a loose partnership of likeminded persons and organisations

Institutional Arrangements

A small team of 6 activists. No apparent head office but seems to sit within the more formal organisation of the Antarctic and Southern Ocean Coalition (See below)

Website: <http://www.antarcticocean.org/>

Key Observations, Lessons and/or Challenges

- Very different, loose arrangement of partners
- Appears to be mainly driven by individuals in their personal capacity
- Probably not a suitable model for a CLME+ Partnership but may have some merit in a less formally defined Alliance design

Antarctic and Southern Ocean Coalition

Background

Founded in 1978, ASOC maintains that it is the only non-governmental organization working full time to preserve the Antarctic continent and its surrounding Southern Ocean. A coalition of over 30 NGOs interested in Antarctic environmental protection, ASOC represents the environmental community at Antarctic governance meetings and works to promote important Antarctic conservation goals. The Antarctic Ocean Alliance appears to sit within this coalition.

Geographic Area/Extent

Antarctica and the Southern Oceans

Purpose

ASOC's two major campaigns are creation of a network of large Marine Protected Areas (carried out in cooperation with the Antarctic Ocean Alliance), and negotiation of a legally binding Polar Code that covers all vessels operating in the Southern Ocean. ASOC aims to monitor all issues that impact the Antarctic, including climate change, tourism, fisheries management, biological prospecting and pirate fishing. Present campaigns include negotiation of a legally-binding Polar Code regulating all vessels operating in the Antarctic; establishing a representative network of marine reserves by 2012, including Marine

Protected Area status for the Ross Sea; managing Southern Ocean Fisheries sustainably, including krill - the base of the Antarctic food web; regulating Antarctic tourism and biological prospecting; strengthening the Southern Ocean Whale Sanctuary; and monitoring implementation of the Environment Protocol to the Antarctic Treaty. ASOC employs campaigners all over the world who are experts on Antarctic environmental issues and who work closely with the countries who have a major presence in the Antarctic. ASOC also raises public awareness through this website, our blog, The Antarctica Blog, media releases and campaign advocacy.

According to the ASOC Constitution, the main purposes of ASOC are:

- To gain comprehensive protection of the Antarctic environment and associated and dependent ecosystems, and the intrinsic value of Antarctica, including its wilderness and aesthetic values and its value as an area for the conduct of scientific research.
- To promote and gain status for the Antarctic continent, its surrounding islands and the great Southern Ocean as the world's last unspoiled wilderness, a global commons and the heritage of future generations.
- To ensure that Antarctica shall continue forever to be used exclusively for peaceful purposes and shall not become the scene or object of international discord,

Membership

Coalition members shall be 'not-for-profit' non-governmental organisations. "Institutional Members" pay dues or provide other significant support to the Coalition. "Supporting Organisations" are organisations that agree with the purposes of ASOC and wish to be associated with its work but do not pay dues or provide other significant support. Supporting Organisations are not "Members" in the context of the Constitution. ASOC is also a founder member of the High Seas Alliance which works to conserve those regions of the world's oceans that are beyond national jurisdiction.

Legal basis (or otherwise)

According to the ASOC Constitution, ASOC is a tax-exempt, non-profit organization with 501(c)3 status registered in the District of Columbia, USA.

Institutional Arrangements

A Coalition Council shall consist of all Institutional Members (acting through their designated representative). The Coalition Council shall be convened for the AGM, whether through an actual meeting, telephonically, or electronically. The Board Chair shall chair the AGM unless the Meeting determines otherwise. Special General Meetings may be held upon written request. A Board will be elected by Institutional Members of the Coalition Council and consist of a maximum of eleven members. The Board shall meet in actual or virtual form at least three times in every year. The Board shall elect from among its members a Chair, a Vice-Chair and a Treasurer.

The ASOC Secretariat in Washington, DC is the administrative and financial base of the organization, raising funds, providing administrative support to campaigners, responding to the public, and maintaining this website.

Website: <http://www.asoc.org/>

Key Observations, Lessons and/or Challenges

- This is primarily an NGO-only Coalition without any government or IGO membership which is a model that would limit effective SAP implementation although it may have 'lobbying' powers.

High Seas Alliance

Background

Founded in 2011, the High Seas Alliance is a partnership of organizations and groups aimed at building a strong common voice and constituency for the conservation of the high seas. The Alliance is currently made up of 32 NGOs plus the International Union for the Conservation of Nature (IUCN). The objective of the Alliance is to facilitate international cooperation to establish high seas protected areas and to strengthen high seas governance. Members of the HSA share and facilitate access to information in order to promote transparency and encourage an informed public discourse related to the mission and goals of the Alliance. High Seas Alliance members commit to work together to achieve these goals either as members of a collaborative effort through the Alliance, or as individual organizations supported by or affiliated with the Alliance.

Geographic Area/Extent

The high seas, which is the ocean beyond any country's exclusive economic zone (EEZ) – amounting to 64% of the ocean – and the ocean seabed beyond national jurisdiction.

Purpose

The High Seas Alliance (HSA), with its 32 non-government members, as well as the IUCN, has been working towards protecting approximately 50% of the planet that is the high seas. As the region of the global ocean that is beyond national jurisdiction, the high seas include some of the most biologically important, least protected, and most critically threatened ecosystems in the world. The main goals of the HSA as defined in the High Seas Alliance Charter are:

- To build a strong common voice and constituency for high seas conservation.
- To promote and catalyse the protection, conservation and restoration of marine ecosystems and biodiversity.
- To promote and catalyse the building of a comprehensive, representative and effective system of marine protected areas (MPAs), including no-take reserves.
- To catalyse and monitor the effective implementation of existing and emerging ocean conservation obligations and rules.
- To promote and monitor effective governance, management and enforcement systems that support and ensure conservation, sustainability of use and equitable benefit sharing for all high seas marine resources and species, including fisheries.

HSA members are committed to work together to inspire, inform and engage the public, decision makers and experts in support of high seas conservation, and to working through relevant intergovernmental processes and organizations to ensure that meaningful action is taken to achieve these common goals. The current priority is a new international legally binding treaty under the United Nations Convention on the Law of the Sea that will protect biological diversity in the high seas and seabed.

Membership

35 non-government members, as well as the IUCN. This is effectively a 'meeting' of NGOs which based itself loosely on the Deep Sea Conservation Collation model (see below).

Legal basis (or otherwise)

No apparent actual legal basis, just a guiding Charter which highlights the vision of the Alliance

Institutional Arrangements

Unknown

Website: <http://highseasalliance.org/>

Key Observations, Lessons and/or Challenges

- Again, this is primarily an NGO partnership with much of its credibility coming from the membership of IUCN
- The main institutional support seems to reside with the partner organisations themselves

Deep Sea Conservation Coalition

Background

The Deep Sea Conservation Coalition (DSCC) was founded in 2004 to address the issue of bottom trawling on the high seas, in the absence of an effective regime for the management of deep-sea fisheries on the high seas and in response to international concerns over the harmful impacts of deep-sea bottom trawling. Working with scientists, NGOs, intergovernmental organizations and numerous governments, the DSCC has effectively and consistently targeted the United Nations General Assembly and other international fora to call for action. The coalition is calling on the United Nations General Assembly to institute a moratorium on high seas bottom trawling in order to protect seamounts, cold-water corals and vulnerable deep-sea ecosystems.

Geographic Area/Extent

Global – Deep Seas

Purpose

the DSCC focuses on two overarching goals:

- to substantially reduce the greatest threats to life in the deep seas; and
- to safeguard the long-term health, integrity, and resilience of deep-sea ecosystems.

The DSCC's **objective** is to protect vulnerable deep-sea ecosystems and conserve deep-sea species, recognizing important precedents set for wider ocean conservation. The DSCC is:

- Calling for states to honour their commitments made at the United Nations General Assembly to protect deep-sea species and ecosystems on the high seas from the harmful impacts of fishing;
- Calling on the European Parliament and the Council of EU Fisheries Ministers to adopt a strong new regulation for the management of deep-sea fishing in the Northeast Atlantic; and
- Calling on the International Seabed Authority to put in place precautionary measures, including no-mining areas, comprehensive systems of protected areas, and the application of the best available science and management practices.

Regional and national implementation of United Nations General Assembly (UNGA) bottom fishing resolutions. The DSCC continues to actively engage regional fisheries management organizations (RFMOs) and other relevant bodies and processes to promote the adoption of legally-binding regulations to implement the UNGA resolutions for deep-sea fisheries on the high seas of the Atlantic, Indian, Pacific and Southern oceans.

New European Union deep-sea fisheries legislation. The DSCC has actively campaigned for the adoption of strong legislation by the European Parliament and Council of Fisheries Ministers to regulate deep-sea fishing within EU waters and on the high seas of the Northeast Atlantic.

International Seabed Authority. The DSCC is active at the negotiating table on deep-seabed mining to ensure that the International Seabed Authority puts in place an adequate framework of precautionary measures - including no-mining areas, comprehensive systems of protected areas, and the application of the best available science and management practices - to protect the deep-sea environment from the potential ravages of deep-seabed mining.

The UNGA 2016 review of implementation of Resolutions 59/25 (2004), 61/105 (2006) 64/72 (2009), 66/68 (2011). The DSCC will provide an independent global assessment of progress and work with key governments to ensure a rigorous UN review and the necessary outcomes. It will continue to call for a halt to deep-sea fishing on the high seas until the required conservation measures are in effect and implemented, and propose further steps as necessary, in order to protect vulnerable marine ecosystems and deep-sea species. Toward these ends, the DSCC will raise public awareness and support for protecting high seas biodiversity and collaborate with scientists to bring robust and best available scientific information into the UNGA negotiations. It will seek to improve UN oversight of countries' commitments to protect biodiversity on the high seas from the harmful impacts of deep-sea fisheries - and in so doing set an important precedent for future UN oversight of other high seas activities.

Membership

The Deep Sea Conservation Coalition (DSCC) is an alliance of more than 70 international organizations working to promote the conservation of biodiversity on the high seas. DSCC members include local, regional, national and international conservation and environmental organizations. Steering Group members include Conservation International, Greenpeace, Marine Conservation Institute, Natural Resources Defense Council, Oceana (non-profit group), Pew Charitable Trusts, and Seas at Risk. Supporters of the coalition include oceanographers, environmental lawyers and conservationists such as Dr. Sylvia Earle, Dr. Callum Roberts, Dr. Elliott Norse, Dr. Alex Rogers, Matthew Gianni, Kelly Rigg (DSCC Coordinator), Karen Sack, Bill Chandler, Arlo Hemphill, Lisa Speer, Charles Fox, Duncan Currie, Dorthea Hangaard, Steven Lutz, Peggy Kalas, Lyn Goldsworthy, and Mirella von Lindenfels. Others who have spoken on behalf of the coalition include Sigourney Weaver, Dr. Jeffrey Sachs, Dr. Ellen Pikitch and Dr. David Suzuki

Legal basis (or otherwise)

In 2013, the DSCC became a foundation in the Netherlands. Grants received by the DSCC are used toward communications, advocacy, coordination and technical support, all relating to the objective of protecting vulnerable deep-sea ecosystems and conserving deep-sea species.

Institutional Arrangements

The Board of Directors is composed of a Chair, Secretary and Treasurer. According to the foundation's bylaws, the members of the Board of Directors will not receive any remuneration in such capacity, directly or indirectly.

DSCC also has a Steering Group of 8 members from organisations such as WWF and the Pew Charitable Trust among others.

Website: <http://www.savethehighseas.org/>

Key Observations, Lessons and/or Challenges

- This is a broad Coalition at the NGO level and also including individuals in their personal capacity.

Background

The **Allfish** (Alliance for Sustainable Fisheries) partnership was established and funded in 2009 between the International Coalition of Fisheries Association (ICFA), World Bank (WB), Food and Agriculture Organization (FAO), and the Global Environmental Facility (GEF). A three-year funding grant by World Bank was given in 2009 to establish the Allfish organization and implement its vision to bring seafood industry organizations and government policymakers from developed countries, along with their counterparts in developing countries, together to share knowledge and best practices on fisheries management, develop benchmarks, share concerns, and speaking as a voice for the global seafood industry in the developed countries global policy debate. Its further vision is to help improve fisheries management in developing countries and create sustainable economic development through sustainable resources. Allfish was established through a GEF-funded project between 2010 and 2013 called the 'Global Partnership with Fisheries Industry for the Sustainability of Living Aquatic Resources'.

The International Coalition of Fisheries Associations (ICFA) is a coalition of the national fish and seafood industry trade associations from the world's major fishing nations. ICFA members represent countries harvesting more than 85% of the globe's fish. The group was formed in 1988 to provide decision-makers a unified voice on global fish and seafood issues. ICFA members advocate policies for the long-term sustainable use of living marine resources for the benefit of global food security and prosperity. ICFA members are deeply committed to science-based and fully participatory fishery conservation and management processes. ICFA is a recognized Non-Governmental Organization observer for United Nations agencies. ICFA members meet twice per year to identify trends, develop policies, agree on a work plan, and approve a budget. ICFA meets in Rome and New York, to facilitate meetings with various UN agencies addressing seafood issues. In addition, ICFA members participate in various UN meetings at which fisheries issues are debated, ensuring the seafood industry's voice is heard. Members include 18 national fisheries associations in 17 countries but difficult to access any information without becoming a member by paid subscription

Geographic Area/Extent

Global

Purpose

The indicators from the Global Partnership with Fisheries Industry for the Sustainability of Living Aquatic Resources define the deliverables:

- Indicator 1. Building the Partnership. Responsible fishing industry organizations creating incentives for sustainable fisheries in selected developing countries and along the value chain.
- Indicator 2 Codes of Conduct. Assisting developing countries in promoting sustainable fisheries through Codes of Conduct.
- Indicator 3. Building sustainable value chains and certification of sustainable fisheries. (i) Building sustainable value chains in international seafood trade between partners in developing and developed countries and (ii) assisting selected developing country producers to achieve certification as sustainable seafood.

The conceptual idea of Allfish is to create a global seafood organization that would act as a voice to coordinate activities relating to environmental and economic sustainability of the industry. With so much diversity, it is hard to imagine an organization that can effectively accomplish this task in an advocacy manner. But it is possible to imagine an organization that could manage information that assists and helps fisheries to organize and to deliver accurate, timely, and positive information to the public.

Allfish Vision: To bring seafood industry organizations and government policymakers from developed countries, along with their counterparts in developing countries, together to share knowledge and best practices on fisheries management, developing benchmarks, sharing concerns, and speaking as a voice for the seafood industry in the developed countries global policy debate. Its further vision is to help improve fisheries management in developing countries and create sustainable economic development through sustainable resources.

Allfish Goal: To get seafood industry organizations to work together with policymakers to promote responsible fisheries, particularly in developing countries. Allfish will provide a means for stakeholders to collaborate on issues of common interest. These include good fisheries governance, sustainable fishing practices, effective aquaculture methods, ecosystem preservation, responsible marketplace action, and engagement in the global policy debates that impact their operations.

Allfish Mission: To promote sustainable seafood and create a profitable industry that works toward good environmental practices and has concern for workers and consumers. This is to be achieved based on better collaboration between governments, civil society, and the seafood industry in the developed and underdeveloped world.

In 2009, Allfish was established and developed with its partners the goals and mission of the organization, and built a work plan around three primary Axis:

- Axis I: Establishing a Sustainable Partnership
- Axis II: Developing Country Activities
- Axis III: Building National and International Consensus and Codes

In 2010 Allfish Axis I projects included: completing works on a Global Communications Plan by developing a logo, a brochure, and building a new website. Issuing and supporting the Strategy for Long Term Industry Engagement, and a project to determine how Allfish might operate in the long term after World Bank funding stops.

Membership

ALLFISH represents development agencies, fish-workers' organizations, vessel owners, processors, aquaculture companies and feed manufacturers, marketing and retail businesses, including wholesalers, retailers, restaurateurs and supermarkets, and agencies mandated to promote sustainable development and conservation of living aquatic resources and their ecosystems. The project will help balance the strong developed country representation with greater developing country representation and greater engagement by organizations of small producers (both fishers and fish farmers).

Legal basis (or otherwise)

To organize and build the organization, ICFA was designated the operating partner and in 2009 appointed an Executive Director. In 2009 the goal and mission were written, a communications system established, and in September of that year a Stakeholders stock-take was done that looked at potential partners for future Allfish projects.

Institutional Arrangements

The World Bank was the Implementing Agency. Through its Global Partnership on Fisheries (PROFISH) and project operations, the World Bank has a commitment to building sustainable fisheries. PROFISH already had the administrative capacity to implement the grant as it already administered several World Bank trust funds.

The Food and Agriculture Organization (FAO) was the Executing Agency for the proposed MSP. The FAO led and implemented the project components detailed in the Project Framework.

The International Coalition of Fisheries Associations (ICFA) was the recipient of the World Bank DGF grant which constituted part of the co-funding. It was the secretariat for the ALLFISH Partnership and coordinator for all the partnership activities. Both FAO and the World Bank are ALLFISH partners. The operational arrangements were determined by the ALLFISH Steering

Committee and the proposed MSP project activities were part of the work program approved by the ALLFISH Steering Committee.

The ALLFISH Steering Committee was an instrument of PROFISH (effectively a sub-committee). It is intended that ALLFISH will become a 'stand-alone' partnership separate from PROFISH. The Allfish Steering Committee had a regular monthly meeting and the Secretariat reported on a quarterly basis

Long-term plans for staffing Allfish beyond the main GEF project include the following staff:

Executive Director: responsible for establishing priorities; managing staff, finances, projects, outsourcing and evaluations; lead staffer for the GSO.

Administrative Assistant: among other day to day tasks, would be responsible for communication and manage the maintenance of the data base on developing world fisheries.

Developing World Program Director: primary responsibility to bring partnerships together, develop and prioritize projects, secure payments for services from project partnerships, secure grant funding from foundations and governments

The budget for all staff and expenses but excluding outside project funding to operate a full time professional organization that would outsource back office work is estimated to be approximately US\$500,000 per year.

Website: <http://www.aboutseafood.com/international-coalition-of-fisheries-associations-3/>

Key Observations, Lessons and/or Challenges

- Since its inception in 2009 Allfish has successfully managed to advance its mission in both the developed seafood business and the developing world fisheries. In its short life Allfish has managed to stimulate discussions amongst the global seafood industry leaders to organize their industry with a more global perspective and scope. Allfish has also done some very successful work utilizing partnerships with the industry to advance its mission of helping the developing world build sustainable business practices. These works have left an impact and shown the merit of the Allfish concept; they have also demonstrated the power market influence can have on sustainable behaviour. However, to leave a lasting impression on the GSI and the developing world it will take a lot more time and money than the three-year window of life it has been given through its current partners of GEF, FAO, World Bank and ICFA. Therefore, Allfish must focus its future budget on projects that will align with potential funder's interests, needs, or missions in order to attract the support needed from industry.
- Allfish has managed, in a short lifetime, to accomplish a lot with very little, but to meet its multiple goals of bringing the global seafood industry together with policymakers and promoting responsible fisheries, particularly in developing countries and, secondly, to be the global seafood industry's voice and vehicle for coordination of efforts to make commercial fisheries and aquaculture production both environmentally and economically sustainable for wealth creation, will take time. The Allfish funders provided a three-year grant as seed money to get Allfish organized and established with the intent that industry should take over and self-fund the organization by the end of the grant. To date that has not happened; not because Allfish has failed but because it will take more time and some modification to the mission to make it work. Timing is everything and, in this case, Allfish may have been a little too early for industry to fully grasp the need for such an organization, and given the broadness of the vision significant, obstacles have to be overcome to make Allfish successful before funding runs out. There are two fundamental obstacles that must be overcome; the individual seafood industries must first organize before being brought together as a GSI (Global Seafood Industry); and secondly the underdeveloped fisheries must be measured to determine their individual ability to be a sustainable business model and if not, what must be done to obtain that position.
- **Organizing the GSI (Global Seafood Industry):** Historically there was little need for the seafood industries and fisheries to organize globally. Each industry has operated independently and dealt as required with their local, national or regional international governments to meet their needs. However, in today's world of globalized trade and activist global stakeholders, including all types of NGOs as well as other resource-based industries competing for access and control of the waters and oceans of the world a need definitely exists to organize the GSI. Without a unified global

voice, the fisheries and the various seafood industries will find themselves at a great disadvantage in the global arena unable to protect the long-term interest of both the developed and undeveloped fisheries. Some leaders within the individual industries see the need and moves are afoot to organize some industries, but it will take time to make it happen. Allfish needs to pursue an active course first meeting with the different industry leaders and encouraging them to form international advocacy and science groups for their industry and to further encourage those newly formed groups to meet with their counterparts from the other seafood industries to form a global alliance. The new alliance should convene an annual forum to discuss both scientific and global advocacy issues affecting the common industry with the goal to protect access to markets and resources. Once the alliance is established industry membership for participating organization should fund the program. Allfish's role in the organization should be that of secretariat with the goal to keep cost low. The GSI can be effectively divided into three sectors being the Resources sector (fishing, ranching, farming), the Processing sector (Harvesting, stabilizing, dressing and preparation) and the Marketing sector (retail, food service, industrial). Clearly, also each fishery operates differently. In the groundfish industry, for example, each species that makes up the industry has particular characteristics that may dictate a different path through the supply chain. The global seafood supply chain is as diverse and fragmented as the resource. See 'The Role of Allfish in the Global Seafood Industry'.

http://www.allfish.org/whitepapers/The_Role_of_Allfish_in_the_Global_Seafood_Industry.final2.pdf

- **Measuring Underdeveloped Fisheries and Farming Resources** The demand for seafood is projected to keep growing putting pressure on fisheries already stressed. Without help many of these underdeveloped or over exploited fisheries will continue to fish until they no longer can find fish, or they lose their economic ability to harvest. Given Allfish's mission to help build sustainable fisheries in the developing world, it is necessary to qualify and evaluate their current conditions and help build a plan to correct any issues that prevent meeting that goal. It is not practical to evaluate all the fisheries but proving the value of evaluating and building a road map to a sustainable business model could open funding opportunities from many sources. With the limited time and budget constraints facing Allfish it should undertake in 2011 a review of at least ten (10) fisheries from the developing world. Using a modified FPI (fishery performance indicators) system that is designed to evaluate and classify the status of a fishery base upon main drivers that will determine the ability of a fishery to achieve an EES status as the audit tool. After classifying the 10 the top scoring five (5) will undergo an in-depth FPI review. The Strategy and action plan should then be developed for the two top scoring fisheries from the review. The goal beyond just fulfilling the Allfish mission and demonstrating the value of FPI's as a tool and path for a successful fishery is to also stimulate interest from both the public and private sector to fund continued evaluating of developing nations' fisheries with the objective of finding partners to help develop sustainable economic and environmental fishing or farming business in the developing world.
- A concern expressed by a number of seafood industry representatives was that such an Alliance would contain members whose interest would be too diverse to properly represent the specific needs of each industry and would therefore have to compromise to the point of rendering the organization ineffective.

CHAPTER 2: Summary of Lessons and Best Practices from these Examples

The following list provides a summary of some of the more important lessons learned from the development and adoption of partnerships and alliances for management of the world's various Large Marine Ecosystems and similar large marine water management bodies.

- It can often be valuable to start with a more simplified agreement which includes the long-term requirement to 'explore, negotiate and adopt as appropriate the necessary institutional structure, financial arrangements and member party commitments'.
- Non-binding agreements can be surprisingly powerful on a 'moral commitment' basis without having to negotiate drawn-out legal processes. The latter can be adopted in time once trust has been established and if required.
- Non-binding agreements tend to allow the 'agreeing' parties much more flexibility in moving ahead with mutually-agreed activities.
- Non-binding agreements can also allow the concept of Government's being a partner rather than State membership/partnership (important if dealing with Dependent Territories and similar).
- It is critically important to involve all intended stakeholders at the earliest stages of discussion and negotiation if there is to be true ownership and the all-important trust required to make any such partnership functional.
- Such stakeholder engagement may require 'incentives' by way of demonstration of the value-added to those stakeholders and their individual aims and vision.
- Early collaboration and partnership support can be leveraged through early demonstration of the cost-benefits of such collaboration for all parties. This can often be most effective if it targets and demonstrates partnerships at A. local issues on a small-scale initially and/or B. specific thematic areas of concern (e.g. land-based pollution or small-scale fisheries). Standard approaches can then be developed from such pilots or demonstrations that can be replicated.
- A considerable amount of time is required to forge effective partnerships (and associated trust). It requires time and demonstration to build up a critical mass of support.
- Unevenness of capacities within a region makes continued external input and support essential.
- Regional Centres of Excellence and Learning Centres can be a valuable tool to help such a Partnership address capacity unevenness.
- The use of different levels of partnership and coordination can be a valuable way forward with more formal arrangements at the coordination/management institution driving SAP Implementation on a day-to-day basis. Formal oversight from a Ministerial level on a more infrequent basis and less formal Partnership and/or Alliance agreements/arrangements as well as Partnership/Alliance meetings /congress.
- Multi-level partnerships have been seen to be a successful way of including different levels of commitment.
- Long-term funding commitment is an essential requirement and partners need to be part of such a funding commitment to ensure true ownership. In developing long-term funding plans, careful consideration should be given to the objectives and interests of various funding agencies and foundations etc. as well as to the primary concerns of the 'partners' themselves if the intention is for such a partnership to be partially self-funded.
- Partnership agreements can be made on a bilateral level between one body representing the formal SAP Implementation process and a particular partner, thereby defining specific activities and shared visions. However, this can become a burden if dealing with many partners.
- Also, various 'partners' may have different objectives/needs and may not have a good understanding (or indeed interest) in the functions and needs of other partners. This 'diversity of interests' can often be a hurdle to more effective partnership collaboration

- Sub-components to partnerships can help to resolve these issues, with a possibility of 4 or 5 thematic targets to focus on whereby selected partners agree/sign up to support those specific areas (possibly with a broader and less formal overarching partnership or Alliance document)
- Where possible (allowing for any political sensitivities) it is always advantageous to anchor these partnership and mechanisms within an existing formally- mandated body with legal status such as a Treaty or Convention.
- Monitoring and Reporting of Partnership/Alliance activities and achievements is very important for progress and maintaining membership.
- Such Partnerships/Alliances need a 'dialogue' or 'monitoring' format/venue on a regular basis (i.e. every year or two) which brings the partners together to update on achievements, discuss challenges and generally monitor and evaluate the functions and role of the partnership/alliance process.

CHAPTER 3: Some Potential Options Arising for the CLME+ region

Based on the review and the subsequent identification of best lessons and practices, the following options have been proposed that might best be suited for adaptation and adoption by the CLME+ region and its SAP Implementation project and activities:

- A. One approach could be a Partnership/Alliance of like-minded entities that share a common vision but initially with no legal or formal basis. This can then evolve in a number of directions including A. a Declaration of Intent by Signature that establishes a management/institutional arrangement (such as a Commission) and identifies financial arrangements but still with no legal status or commitment B. at the other extreme, a very formal legally-binding Agreement/Treaty
- B. Another could be a formally adopted SAP Regional Coordination Mechanism established through ministerial signature of a legal Partnership Agreement (such as PEMSEA uses). The ToR for such a Mechanism can identify the need and activities required to transform what is originally a project-based arrangement into a self-sustained and effective regional collaborative mechanism with a mandate to pursue the implementation of the SAP and formally establishing the regional implementing arrangements.
- C. An amalgam of formal and informal arrangements would probably be a useful approach with a more formal SAP Implementing Mechanism supported by partnerships that address specific issues such as broad LME indicator monitoring, capacity building, science-to-governance, private sector engagement, etc.

On this basis, the most appropriate way forward at this stage would probably be:

1. A formal Agreement establishing a Coordination Mechanism (Interim?). This should be kept fairly simple and non-specific in its legal language as an overarching Agreement and only refer to the groups establishing the Mechanism, the main objectives, vision, membership, amendment and withdrawal procedures, and recognising a ToR (as an Annex) for operational procedures.
2. An associated ToR defining such things as meetings (frequency and Member versus Observer status), reporting and lines of communication (to a Ministerial Body/PEG), institutional structure/secretariat/staff (in line with Project structure initially), the need to create sustain ability through formal arrangements and funding, budget and financial arrangements, etc.
3. Establishment of a formal Partnership that includes the key members of the Coordination Mechanism plus other Partners such as NGOs, IGOs. Private Sector, Banks, Donors, Development Partners. This Partnership would be established through 1. An overarching Memorandum of Intent (broad in Nature and a template to be developed) which provides some level of commitment toward the SAP objectives including where possible financial commitment(?). This would also have an annexed ToR for function, structure, reporting and monitoring. (N.B. the Partners would NOT be members of the Coordination Mechanism itself)
4. Development of an informal Alliance of stakeholders that share and agree on the same vision and objectives to deliver the principles and activities defined in the SAP. This could be captured through a simple Aide Memoire for signature that is not legally-binding but identifies this shared vision and an intention to collaborate where feasible and appropriate. It may be appropriate to identify several focal thematic themes that the individual Alliance partners may wish to adopt/support which could be identified within their Aide memoire as not all Alliance members will share the need or have the appropriate capacity to address all aspects of the SAP.

Acronyms and Abbreviations

ABNJ	Area(s) Beyond National Jurisdiction
AGM	Annual General Meeting
ALLFISH	Alliance for Sustainable Fisheries
ASCLME	Agulhas and Somali Current Large Marine Ecosystems
ASOC	Antarctic and Southern Ocean Coalition
CBD	Convention on Biological Diversity
CCAMLR	Commission for the Conservation of Antarctic Marine Living Resources
EAS	East Asian Seas
EBSA	Ecologically or Biologically Significant Areas
EEZ	Exclusive Economic Zone
EU	European Union
FAO	Food and Agricultural Organisation (of the United Nations)
GEF	Global Environment Facility
ICFA	The International Coalition of Fisheries Associations
ICM	Integrated Coastal Management
ICZM	Integrated Coastal Zone Management
IGO	Intergovernmental Organisation
IMO	International Maritime Organisation
IWRM	Integrated Water Resources Management
LME	Large Marine Ecosystem
MAP	Mediterranean Action Plan
MoU	Memorandum of Understanding
MPA	Marine Protected Area
NAP	National Action Plan
NGO	Non-Governmental Organisation
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PMU	Project Management Unit
PRF	PEMSEA Resource Facility
PSSA	Particularly Sensitive Sea Area
SAP	Strategic Action Programme
SAPPHIRE	Strategic Action Programme Policy Harmonisation and Institutional Reform (Follow-up to ASCLME project)
SDG	Sustainable Development Goals
SDS-SEA	Sustainable Development Strategy for the Seas of East Asia
SIDS	Small Island Developing States
SWIOFP	South West Indian Ocean Fisheries Project
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank
WIO-C	Consortium for the Conservation of the Coastal and Marine Ecosystems of the Western Indian Ocean
WIOSEA	Western Indian Ocean Sustainable Ecosystem Alliance