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Under the high patronage of His Majesty King Mohammed VI of Morocco  
تحت الرعاية السامية لصاحب الجلالة الملك محمد السادس، نصره الله  
Sous le Haut Patronage de Sa Majesté le Roi Mohammed VI



# SUSTAINING INTERNATIONAL WATERS COOPERATION

## Summary

### How do I diagnose and treat weak governance? An exercise regime

Facilitators: Lauren Wenzel, NOAA and Ellen Johannesen, ICES

Lauren Wenzel of NOAA's National Marine Protected Areas Center gave a brief overview of the LME:LEARN Ocean Governance Toolkit, highlighting the contents, as well as the combined on-line training (through UNDP's CAP-NET) and in-person training provided in three regions in 2018-2019. Lauren and Ellen then divided the attendees into groups of 3-4 and asked them to use a handout on ocean governance principles to identify examples of good governance and weak governance from their project experience.

Good governance principles being used in IW Learn Projects included the following:

- **Inclusiveness** – This principle was identified as a strength in several projects including the implementation of a bottom up approach in West Africa's fisheries project; Senegal's efforts to include stakeholders in fisheries management; Mexico's work with multi-stakeholder groups; the DRIN project's inclusiveness; and the Mediterranean's inclusive national and local committees that provided for stakeholder input at the earliest stages. Inclusiveness was also identified as a weak element in several projects (see below).
- **Accountability** – a participant from West Africa noted that Sierra Leone has been publishing fisheries licenses and revenues on-line and in the newspaper. This has greatly improved accountability because all can see who have received licenses, and illegal fishing can be more easily addressed. It has also helped increase fisheries revenues.
- **Integration** – the Mediterranean cited work to integrate climate change into existing LME project plans, and to integrate across sectors.
- **Responsiveness** – in a South Africa trawl fishery, the government has used scientific data to manage according to maximum sustainable yield and adjust catch limits as needed.
- **Transparency** – examples included the Marine Stewardship Council certification process for fisheries in South Africa and the Humboldt Current, which requires transparent documentation;

the establishment of clear goals and objectives for MPAs in East Africa; and the posting of work on the web for the DRIN project.

- Representativeness – the Benguela Commission has representation from government ministers from several sectors, as well as a structure that links the ministers to the Commissions, Committees and Working Groups.

Participants also reported on elements of governance that are weaker in marine and coastal management:

- Inclusiveness – while many projects have done well in involving multiple agencies, they often do less well in involving non-state actors and sub-national levels of government.
- Capabilities – projects reported challenges including need for more staff training.
- Equity – communities lack equal access to coastal and marine resources, and projects don't adequately address this.
- Responsiveness and Legitimacy – the slow process for redistribution of user rights for the rock lobster fishery in South Africa (following the end of apartheid), has led to illegal fishing and links to criminal activity. Authorities have not adequately addressed these issues.
- Transparency – some fisheries in South Africa are not certified by the Marine Stewardship Council, and there are cases where political views override scientific advice.
- Enforcement and Sustainability (not listed in governance principles checklist) were also listed as challenges for projects.

Participants shared that establishing public-private partnerships, and enlisting stakeholders (such as community volunteers) can help address capacity and sustainability issues by bringing in new partners, resources and political support. Another insight related to capacity building is to train institutions, not individuals. Sustainability can be addressed by linking to financing organizations in early project stages, and developing “bankable projects.” Another important insight was the development of informal networks to share information and advance partnerships, even when formal institutional agreements are not in place.

Gaps that could be addressed by IW:LEARN and LME:LEARN in the future include:

- Guidance on how to create fisheries cooperatives.
- Guidance on how to incorporate the value chain into ocean governance (e.g. managing upstream and with the private sector)
- Analysis of common governance weaknesses among the LME projects (e.g. inclusiveness seemed to be a common challenge)