

**A STRATEGIC FRAMEWORK FOR PRIVATE SECTOR ENGAGEMENT IN
THE WESTERN INDIAN OCEAN REGION**

30 November 2020

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Acronyms

ABNJ	Areas Beyond National Jurisdiction
ASCLME	Agulhas And Somali Current Large Marine Ecosystems
AWFISHNET	African Women Fish Processors and Traders Network
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on Migratory Species
COMESA	Common Market for Eastern and Southern Africa
COP	Conference of The Parties
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
EBM	Ecosystem-Based Management
GEF	Global Environment Facility
GIA	Global Industry Alliance
IMO	International Maritime Organization
IOC	Indian Ocean Commission
IOTC	Indian Ocean Tuna Commission
IW:LEARN	International Waters Learning Exchange and Resource Network
LME	Large Marine Ecosystem
NGO	Non-Governmental Organization
PRI	Principles for Responsible Investments
PPP	Public Private Partnership
REC	Regional Economic Community
RFMO	Regional Fisheries Management Organization
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SIOFA	South Indian Ocean Fisheries Agreement
SMEs	Small and Medium-Sized Enterprises
SAP	Strategic Action Plan
SWIOFC	South West Indian Ocean Fisheries Commission
TAWFA	Tanzania Women Fish Workers Association
TCFD	Task Force on Climate Related Disclosures
TNC	The Nature Conservancy
UNEP	United Nations Environment Programme
WIO	Western Indian Ocean
WIO-C	Consortium for the Conservation of Coastal and Marine Ecosystems in the Western Indian Ocean
WIO BEP	Western Indian Ocean Blue Economy Platform
WIO LME-SAPPHIRE	Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonization and Institutional Reforms
WIOMSA	Western Indian Ocean Marine Science Association
WIO-SAP	Implementation of the Strategic Action Programme for the Protection of the Western Indian Ocean from Land-based Sources and Activities
WIOSEA	Western Indian Ocean Sustainable Ecosystem Alliance
WOMESA	Association of Women Managers in The Maritime Sector in Eastern and Southern Africa

Executive Summary

There has been increasing recognition that, in order to enhance ecosystem conservation and protection and meet the Sustainable Development Goals (SDGs), it is imperative that the private sector supports the transformation of business practices by, for example, mainstreaming the use of greener technologies and sustainable practices in day-to-day operations. This has been acknowledged in the Western Indian Ocean (WIO) through, amongst others, the Nairobi Convention Work Programme for the period 2018 – 2022, which includes among its objectives the need to “engage stakeholders in the public and private sector in greening operations and management practices for innovative ocean governance”. This objective has been taken up under Component 3 of the *Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonization and Institutional Reforms* (WIO LME SAPPHIRE) project, which is focused on the development of public-private sector partnerships. It is in responding to Component 3 of the WIO LME SAPPHIRE project that this strategic framework for private sector engagement in the WIO region has been developed.

The strategic framework itself was informed by an assessment report, a stakeholder survey, targeted interviews with selected stakeholders, written inputs on a draft version of the document, as well as inputs received at a virtual stakeholder consultation meeting convened on 30 October 2020. The document is intended to provide the Nairobi Convention Contracting Parties, the Nairobi Convention Secretariat, UNEP and key conservation partners a strategic framework within which to engage with the private sector.

The overall vision of the strategic framework is that “By 2030, engagement with the private sector will have resulted in measurable reductions in stress on the LMEs of the WIO region particularly in relation to water quality degradation, habitat and community modification, and declines in living marine resources”. This speaks to the contribution of the private sector to the core objective of the SAPPHIRE programme. More specific objectives include strengthening collaboration with the private sector, mainstreaming of ecosystem based management, increasing awareness of environmental issues and goals, promoting innovation in and use of environmentally-friendly technologies as well as sustainability of private sector activities and their contribution to the SDGs and leveraging private sector expertise, advocacy, innovation, business models and financial resources to accelerate the transformation towards sustainability.

The WIO region has a wide range of existing economic activities as well as a number of emerging sectors. Moreover, the private sector includes local and international firms and ranges from multimillion-dollar investments in offshore oil and gas to the smallest micro-enterprises, such as the roadside vendor offering a basket of smoked fish. The opportunities for partnerships are therefore immense. However, partnerships in the region have faced a range of challenges and have generally failed to live up to expectations. The intention of this strategic framework is therefore to optimize private sector engagement initiatives by addressing key elements of the design and implementation of effective partnerships, including key considerations in the conceptualization and building of partnerships, incorporation of best practices, modalities for engagement, and the prioritization of sectors and partners.

Key considerations in the development of effective partnerships include: clarifying partnership objectives, considering the specific role of the private sector in the proposed partnership, assessing

the potential for desirable outcomes, ensuring mutual benefits (which informs a clear rationale for private sector participation), an emphasis on shared problem solving, inclusivity in the design of the partnership, transparency and communication, risk management, and long-term sustainability.

In terms of modalities for engagement, the strategic framework emphasises those modalities involving greater levels of commitment such as partnerships and alliances, which are generally underwritten by formal agreements. The scale, scope and type of partnerships are, to a large extent, linked to the objectives of the partnership concerned. For example, while partnerships focused on communication or standard-setting may benefit by including a wide range of actors (an alliance approach), projects that seek more tangible outcomes may benefit from a more focused, incremental approach with a select group of private sector operators with the will and the means to engage actively on partnership objectives.

Given the wide range of opportunities for partnerships, the strategic framework outlines a process for prioritisation of economic sectors, determination of the scale, scope and type of partnership, and the selection of partners. Factors to be considered in the selection of economic sectors include:

- The level of stress currently placed on the WIO LME;
- The footprint of the sector (geographic coverage within the region and in-country);
- The potential to show measurable reductions in this stress within a relatively short time period (say by 2030) based on existing examples in or outside of the region; and
- The potential contribution to the SDGs and Agenda 2030.

The determination of the scale, scope and type of a proposed partnership should be informed by a range of factors:

- Homogeneity of the sector;
- The nature and extent of environmental impacts, noting that such impacts are not necessarily proportional to the size of the business;
- The presence of existing initiatives that could be expanded, strengthened or replicated;
- The availability of tools/mechanisms and/or best practice guidelines to enhance stress reduction.

The identification of potential partners will to a large extent depend on the intended objectives of a particular partnership. For example, if the objective is research and monitoring it is likely that, in addition to private sector partners, research institutions would play a role. With respect to the private sector, the characteristics of specific organizations may predispose them to being suitable partners. Industry representative organizations, for example, are suitable for partnerships in sectors characterized by a large number of individual actors over a wide geographic area – such as fisheries and tourism.

In terms of resource mobilization it emphasised that, to accelerate momentum towards a sustainable future, engagement with the private sector must go beyond financial contributions and resources to an active involvement and ownership of environmental sustainability imperatives.

Section 4 of the strategic framework demonstrates how it can be applied to the WIO region. It also proposes the establishment of the WIO Blue Economy Platform (WIO-BEP), which would play a central role in facilitating partnerships in the region and thus the implementation of the strategic framework.

Based on the relevant factors, the strategic framework also proposes an initial focus on the following economic sectors:

- Fisheries
- Tourism and recreation
- Extractive industries (oil and gas, coastal and seabed mining)
- Shipping and ports.

For the fisheries sector, taking into account existing initiatives – especially related to the tuna fishery – it is recommended that, although there is an existing regional initiative around the octopus fishery, there is potential for expansion in this area in collaboration with already-active partners. Similarly, a regional initiative around ICT for enhanced small-scale fisheries governance is considered a priority.

Given that there are already a number of national bodies in the region that are affiliated with the Global Sustainable Tourism Council (GSTC) – and that the GSTC has already established criteria and indicators – it is proposed that the establishment of a Regional Sustainable Tourism Council should be a priority.

The strategic framework includes a detailed concept for the WIO-BEP as well as for a number of sectoral partnerships (in the Annexes) including:

- A capacity building partnership around the application of Ocean Accounting Frameworks in ocean governance processes;
- WIO Alliance for Sustainable Octopus Utilization;
- A regional partnership on ICT for Fisheries;
- The establishment of a Regional Sustainable Tourism Council; and
- A Regional Marine Pollution Response Centre.

In order to support the effective implementation of this strategic framework in the WIO, a detailed implementation plan should be developed. Implementation should include the establishment of focus groups – initially under SAPPHIRE and subsequently under WIO-BEP – to lead the further development of the partnership concept notes included here and potentially the development of additional ones.

1. Introduction

1.1 Private Sector Engagement in Ecosystem Conservation and Protection

There has been increasing recognition at the international level that, in order to enhance ecosystem conservation and protection and meet the Sustainable Development Goals (SDGs), it is imperative that the private sector be encouraged to continue to transform its business practices by mainstreaming the use of greener technologies and sustainable practices in its operations. There is also growing recognition of the contribution that the private sector can make towards governance and conservation efforts through contributing expertise, advocacy, innovation, business models and financial resources to accelerate the transformation towards sustainability. The call for deeper and more effective partnerships with the private sector to enhance sustainability is reflected in a range of international frameworks, ranging from the 2030 Agenda on Sustainable Development (Agenda 2030) (adopted by United Nations (UN) member states), the Paris Agreement, the Convention of Biological Diversity, the Addis Ababa Action Agenda on Financing for Development, and others.

The role of the private sector in contributing towards improved ocean governance and sustainable blue economies has likewise been emphasized by the UN Secretary-General and later through a series of international conferences, commissions and expert panels. In 2010, the UN Secretary-General highlighted engaging the private sector in ocean governance in his annual report on Oceans and the Law of the Sea, which stated that there is a need to *“strengthen efforts to create a global cross-sectoral industry alliance to constructively engage in United Nations and other international processes relevant to oceans...”*¹

The High-Level Panel for a Sustainable Ocean Economy, for example, notes that “with a growing blue economy and increasing use of ocean space for human activities, maintaining a productive and healthy ocean becomes more difficult.... In practice, enduring sustainability can be achieved only if best practices are applied in both the public and private sectors and where productive partnerships between the two are encouraged and advanced.”² The UN Global Compact Action Platform for Sustainable Ocean Business has brought together ocean stakeholders worldwide to define Sustainable Ocean Principles and related action areas,³ while the registry of voluntary commitments developed through the UN Ocean Conference process includes a wide range of commitments by private sector stakeholders towards the implementation of SDG 14: Life Below Water.⁴

1.2 A Strategic Framework for Private Sector Engagement in the Western Indian Ocean Region: Background and Policy Context

The current strategic framework responds to a series of decisions and objectives outlined in global and regional programmes, most notably through the UN Environment Assembly, the Nairobi

¹ United Nations General Assembly (2010) Oceans and the law of the sea. Report of the Secretary-General. 29 March 2010.

² Available at: <https://oceanpanel.org/sites/default/files/2020-05/BP14%20IOM%20Full%20Paper%20Final%20Web.pdf>

³ Available at: <https://www.unglobalcompact.org/take-action/ocean>

⁴ Available at: <https://oceanconference.un.org/commitments/>

Convention Work Programme, and the Strategic Action Programme for the Western Indian Ocean Large Marine Ecosystem (WIO LME SAP).

The 2019 UN Environment Assembly culminated in a series of resolutions, including UNEP/EA.4/RES.4: “Addressing environmental challenges through sustainable business practice”. This Resolution included a number of requests to the United Nations Environment Programme (UNEP), including calls to i) promote sustainable production patterns; ii) support the dissemination of information on good practice; and iii) promote cooperation – including partnerships – and programmes for the conservation of ecosystems and the uptake of sustainable business practices.⁵

The Nairobi Convention Work Programme for the period 2018 – 2022 includes among its objectives the need to “engage stakeholders in the public and private sector in greening operations and management practices for innovative ocean governance”⁶. Much of the Work Programme will be achieved through regional projects, including the *Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonization and Institutional Reforms* (WIO LME SAPPHERE) project and the *Implementation of the Strategic Action Programme for the Protection of the Western Indian Ocean from Land-based Sources and Activities* (WIO-SAP) project, both funded through the Global Environment Facility (GEF).

The overall objective of the WIO LME SAPPHERE project is to achieve effective, long-term ecosystem management in the Western Indian Ocean (WIO) region by providing support for the implementation of the Strategic Action Plan (SAP) developed during the preceding Agulhas and Somali Current Large Marine Ecosystems (ASCLME) project. Component 3 of WIO LME SAPPHERE (stress reduction through private sector/industry commitment to transformation in their operations and management practices) is focused on the development of public-private sector partnerships, which would see the private sector:

- Mainstreaming the ecosystem-based management (EBM) approach into their daily activities so as to reduce stress on ecosystems and mitigate impacts on Environmental Quality Objectives;
- Contributing to avoidance, mitigation and response mechanisms to hazardous marine spills; and
- Contributing to data capture, research and ecosystem monitoring.

⁵ This strategic framework also responds to various UNEP strategic documents, including the UNEP 2018-2021 medium term strategy for the sub-programme on healthy and productive oceans; the UNEP Programme of Work on marine issues under the sub-programme on “healthy and productive ecosystems” for 2018-2019; the 2020-2021 Programme of Work on ecosystem management and the strengthening of tools such as the inclusive wealth index to support countries in valuing their natural capital; the UNEP marine and coastal strategy (2020-2030) objective 1 to “establish knowledge-base on marine and coastal ecosystems to inform policies and promote sustainable consumption and production approaches to address marine pollution and resource use” and objective 3 to “support policies and strategies that enable the integrated management and sustainable use of marine and coastal ecosystem services”.

⁶ UNEP/EAF/CP.9/2/Rev.1 (2018). Proposed work programme for the period 2018–2022 for the implementation of the Nairobi Convention.

These outcomes address the Main Areas of Concern⁷ identified in the regional Transboundary Diagnostic Analysis and are linked to specific programmes outlined in the SAP, namely:

- An Ecosystem Monitoring Programme (4A);
- A Science-Based Governance and Adaptive Management Programme (4C); and
- Community Engagement and Stakeholder Involvement for More Inclusive and Effective Implementation of a Strategic Action Programme for LME Management (4D).

This strategic framework was developed by UNEP through the WIO LME SAPPHIRE project. The development of this strategic framework was informed by an assessment report. The report, as well as the current strategic framework, was informed by a stakeholder survey as well as targeted interviews with selected stakeholders. The assessment report provides an overview of the key maritime sectors of the region, including fisheries, tourism, shipping and ports, shipbuilding and repair, oil and gas, renewable energy, mining, desalination and undersea cabling. The report includes a description of each sector, including a summary of key stakeholders and an overview of environmental impacts associated with each. In addition, the report reviews existing private sector involvement in partnerships aimed at coastal and marine conservation and protection interventions. The report notes that although there are a number of partnerships related to marine ecosystem management and conservation in the region, many of which have highlighted partnerships with the private sector as an important objective, results have been limited. Moreover, even where MOUs have been signed, they have often resulted in little or no subsequent joint action. The report therefore presents several recommendations regarding the focus and approach of a strategic framework for private sector engagement that are aimed at addressing these challenges. The finalization of the strategic framework was informed by written inputs on a draft version of the document received by private and public sector stakeholders, as well as inputs received at a stakeholder consultation meeting, which was convened on 30 October 2020.

1.3 Scope

This strategic framework seeks to enhance private sector engagement in the conservation and protection of large marine ecosystems (LMEs) in the WIO region, as well as to promote the mainstreaming of ecosystem-based management (EBM) practices in their operations. The vision, mission and objectives of this strategic framework are outlined in section 2. The strategic framework is intended for Nairobi Convention Contracting Parties, recognising the central role played by the Nairobi Convention Secretariat, UNEP and key conservation partners in implementing decisions of the Convention. Though developed through the WIO LME SAPPHIRE project, this strategic framework seeks to promote partnerships with the private sector within the WIO region more broadly (e.g. regional economic communities, regional fisheries management organizations, NGOs, etc.) In other words, this strategic framework does not seek to promote private sector engagement solely in the context of the WIO LME SAPPHIRE project and its implementing partners but instead addresses private

⁷ The SAP addresses four Main Areas of Concern (MACs) as identified in the Transboundary Diagnostic Analysis (TDA), namely Water Quality Degradation, Habitat and Community Modification, Declines in Living Marine Resources and Unpredictable Environmental Variability and Extreme Events.

sector engagement for all governance actors engaged in the conservation and protection of LMEs in the WIO region at the regional and national levels.

Furthermore, any private sector organization which conducts business within the region – be it local, national, regional or multinational – is considered to fall within the scope of this strategic framework.

This strategic framework identifies:

- Best practices for the engagement of private sector stakeholders in marine and coastal ecosystem management and protection;
- Potential Public-Private Partnerships (PPPs) and mechanisms to strengthen existing PPPs;
- Mechanisms and tools to enhance the mainstreaming of the LME/EBM approach into private sector business operations;
- An effective system to enhance voluntary contributions from the private sector for the conservation and sustainable management of marine and coastal ecosystems;
- Mechanisms used to report on private sector contributions to environmental and social well-being and Environmental Quality Objectives;

Finally, this strategic framework makes recommendations regarding priority sectors and potential partners.

1.4 Principles of Engagement

This strategic framework is informed by the ten principles of the UN Global Compact, specifically those calling for companies to support a precautionary approach to environmental challenges (principle 7), undertake initiatives to promote greater environmental responsibility (principle 8) and encourage the development and diffusion of environmentally friendly technologies (principle 9). It further draws on the UN Global Compact's Sustainable Ocean Principles,⁸ as well as the principles outlined in the UNEP Strategy for Private Sector Engagement. Reflecting these principles, this strategic framework is predicated on the belief that engagements with the private sector should:

- Contribute to the achievements of Agenda 2030, the SDGs and the goals of Multilateral Environmental Agreements;⁹
- Be impact-oriented and results-based, with defined mutual benefits;
- Be transparent and open to disclosures of the value of the engagement;
- Add value by inspiring positive actions, facilitating the exchange of and access to information and knowledge;
- Recognize the urgency of raising environmental standards and practices; and

⁸ Available at: <https://d306pr3pise04h.cloudfront.net/docs/publications%2FSustainable+Ocean+Principles.pdf>

⁹ Multilateral Environmental Agreements are defined by UNEP as "a generic term for treaties, conventions, protocols, and other binding instruments related to the environment. Usually applied to instruments of a geographic scope wider than that of a bilateral agreement (i.e., between two States)." Available at: <https://www.cbd.int/doc/guidelines/MEAs-negotiator-glossary-terms-en.pdf>

- Be consistent with the UN Ethical Framework and its principles of integrity, impartiality and independence.

1.5 Terminology

For purposes of this strategic framework, the following definitions apply:¹⁰

The **private sector** is the part of the economy that is run by individuals and companies and is not state-controlled. It ranges from micro-enterprises to cooperatives to multinationals and includes for-profit enterprises; companies or businesses regardless of size, ownership or structure; as well as private financial institutions, trade associations and organizations that represent private sector interests. It also includes corporate philanthropic foundations.¹¹

Engagement with the private sector refers to any type of interaction with business entities with different objectives, ranging from informal talks and discussions to knowledge-exchange platforms to full-fledged partnerships entailing funding or brand asset exchanges. These engagements may be implemented through different modalities, including but not limited to partnering, and may entail different levels of public exposure.¹²

A **partnership** is defined as a voluntary and collaborative agreement between two or more parties (in this case including the private sector) in which all participants agree to:

- work together to achieve a common purpose;
- invest their respective resources (e.g. time, knowledge and expertise, research and technological development, funding, and core assets);
- acknowledge mutual benefits as an integral aspect to the engagement; and
- share risks.

In general, partnerships would also involve some level of public communication and recognition and an exchange of assets (e.g. financial or brand-related) between the parties involved. While the level of formality and specificity may vary, partnerships are also based on written commitments (e.g. letters of intent, exchange, or agreement; Memoranda of Understanding; or other legal agreements).¹³

Large Marine Ecosystems (LMEs) are regions of ecological unity of ocean space extending from river basins and estuaries to the outer margins of continental shelves and seaward boundaries of coastal current systems. LMEs typically span the maritime domain of several states. Two LMEs are found in the Western Indian Ocean, the Agulhas Current LME and the Somali Current LME. The LME approach

¹⁰ Based on UNEP (2019) Strategy for Private Sector Engagement, 11 October, 2019.

¹¹ It is noted that the IW LEARN Guidelines state that: "The GEF and its project managers must seek private partners (companies, NGOs and/or private foundations) that will bring the best value to the project."

¹² UNEP (2019) Strategy for Private Sector Engagement, 11 October, 2019.

¹³ UNEP (2019) Strategy for Private Sector Engagement, 11 October, 2019.

considers accommodating human utilization of its resources while maintaining ecosystem integrity, and it can be used as a means to integrate EBM into the governance of marine resources.

1.6 Geographic Scope

The WIO region covers approximately 22.3 million square kilometres and includes two well-known LMEs: the Agulhas Current LME and the Somali Current LME.¹⁴ It is bordered by the countries of Eastern and Southern Africa from South Africa to Somalia and encompasses a number of Small Island Developing States. The Agulhas Current LME stretches from the northern end of the Mozambique Channel to Cape Agulhas, while the Somali Current LME falls between the Comoros Islands, the northern tip of Madagascar and the Horn of Africa. The Mascarene Plateau falls within this area, stretching for some 2000 km between the Seychelles and Réunion.¹⁵ The region faces significant pressure on the marine environment through land-based activities, coastal population growth, climate change, poorly regulated inshore and offshore fishing, and maritime activities such as shipping, offshore oil and gas exploration, development, and coastal and marine tourism. Emerging sectors include renewable energy, marine bioprospecting and seabed mining and may exacerbate these pressures in the future.

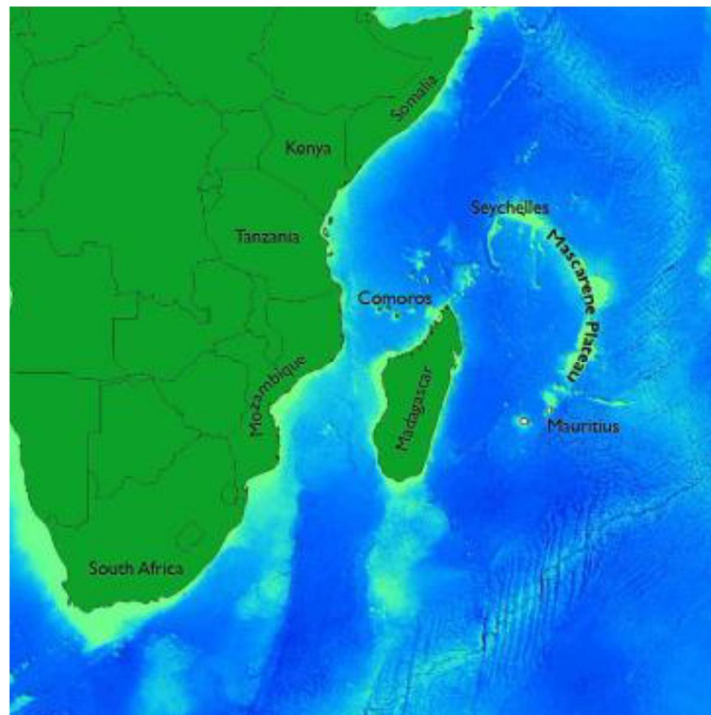


Figure 1: The Western Indian Ocean

¹⁴ It should be noted that the Western Indian Ocean as defined in this strategic framework differs from the broader definition used by the FAO, according to which the Western Indian Ocean (Major Fishing Area 51) extends northwards into the Red Sea and the Persian Gulf and eastwards to 80°00'E.

¹⁵ Warner, R, Verlaan, P. & Lugten, G. (2012). An Ecosystem Approach to Management of Seamounts in the Southern Indian Ocean: Volume 3 – Legal and Institutional Gap Analysis. Gland, Switzerland, IUCN. 58pp

1.7 Regulatory Framework

The WIO region is bordered by ten countries: Comoros, France (Réunion), Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa and Tanzania. All are Contracting Parties to the Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the WIO region (Nairobi Convention). The Nairobi Convention was originally signed in 1985 and entered into force in 1996, with an amended version of the Convention being adopted in 2010. The Nairobi Convention, as one of the 18 UNEP Regional Seas programmes across the globe, serves as a platform for the implementation of various multilateral agreements, including International Maritime Organization (IMO) conventions and biodiversity-related conventions such as the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Convention on Migratory Species (CMS).

It is important to note that the WIO comprises not only the maritime zones of the countries of the region but also the adjacent areas (areas beyond national jurisdiction or ABNJ). While the Conference of the Parties (COP) of the Nairobi Convention has adopted a number of decisions related to ABNJ and the adjacent waters, it does not have jurisdiction over these areas.¹⁶ There are, however, a number of other regional and international institutions which do have jurisdiction over particular activities in these areas. Regional bodies include the Indian Ocean Tuna Commission (IOTC), which regulates tuna in the Indian Ocean, and the South Indian Ocean Fisheries Agreement (SIOFA), which regulates non-tuna fisheries on the high seas. Relevant international bodies include the IMO (shipping), the International Seabed Authority (mining) and the International Whaling Commission.¹⁷

There are also several other regional bodies which, although they do not have legal jurisdiction, play an important role in the WIO region. These include the South West Indian Ocean Fisheries Commission (SWIOFC) - an advisory body with a mandate within national jurisdictions only – and the Indian Ocean Commission (IOC) which is an intergovernmental organization comprising the island states of the Western Indian Ocean and Réunion (France). IOC's mission includes the preservation of the environment and the sustainable management of marine and coastal resources.¹⁸

¹⁶ It is noted that a new instrument regulating the ABNJ is currently under negotiation through the United Nations addressing biodiversity in areas beyond national jurisdiction (BBNJ).

¹⁷ UNEP-WCMC (2017). Governance of areas beyond national jurisdiction for biodiversity conservation and sustainable use: Institutional arrangements and cross-sectoral cooperation in the Western Indian Ocean and the South East Pacific. Cambridge (UK): UN Environment World Conservation Monitoring Centre. 120 pp.

¹⁸ Ibid.

2. Vision, Mission and Objectives

2.1 Vision

By 2030, engagement with the private sector will have resulted in measurable reductions in stress on the LMEs of the WIO region particularly in relation to water quality degradation, habitat and community modification, and declines in living marine resources.

2.2 Mission

To promote partnerships with the private sector that contribute significantly and measurably to implementation of the SAP as well as to the SDGs – especially SDG 14 – in the WIO region. In particular, the partnerships should lead to reductions in the loss of marine biodiversity and marine pollution, address climate change and increase the resilience of coastal communities.

2.3 Objectives

The strategic objectives outlined below seek to inform private sector engagement by any governance actors in the WIO region by:

- Strengthening the collaboration between the private sector and other stakeholders in the WIO region in ecosystem conservation and sustainable utilisation of resources;
- Promoting the mainstreaming of EBM in the daily business practices of the private sector
- Increasing private sector awareness of environmental issues and goals, as well as the tools to address them;
- Promoting the sustainability of private sector activities and their contribution to the SDGs through the development and implementation of best practices;
- Promoting innovation in and diffusion of environmentally-friendly technologies; and
- Leveraging private sector expertise, advocacy, innovation, business models and financial resources to accelerate the transformation towards sustainability.

3. Strategic Approach

The key marine economic sectors of the WIO region include fisheries, tourism, shipping and ports, shipbuilding and repair, oil and gas, and undersea cabling. There is also a range of emerging sectors, including coastal and offshore renewable energy, coastal and seabed mining, desalination and marine bioprospecting. The private sector involved in these activities is not a homogenous grouping; it includes local and international firms and ranges from multimillion-dollar investments in offshore oil and gas to the smallest micro-enterprises, such as the roadside vendor offering a basket of smoked fish. In fact, small and medium-sized enterprises (SMEs) comprise the backbone of Africa's economy, accounting for approximately 90% of all companies and providing nearly 80% of its employment.¹⁹

The opportunities for partnerships are therefore immense, and it is thus crucial that a strategic approach is adopted in order to optimize private sector engagement initiatives. This section addresses key elements of the design and implementation of effective partnerships, spanning key considerations in the conceptualization and building of partnerships, incorporation of best practices, framework for engagement, and prioritization of sectors and partners.

Consultations undertaken as part of the development of this strategic framework revealed that partnerships with the private sector face a range of challenges and often fail to live up to expectations.²⁰ These challenges include the following:

- The private sector is often seen as merely a source of funding by other stakeholders.
- There is often a lack of common goals and vision among stakeholders involved in partnerships.
- Private sector interests are generally not taken into account in the design and implementation of partnerships, making it difficult for them to justify the time and budget required for participation.
- The role of the private sector within partnerships is often not clearly defined.
- A greater effort is required to ensure adequate understanding of the potential benefits of marine and coastal protection for all stakeholders, including the private sector.
- Partnerships suffer from a lack of trust between stakeholders (private sector, governments, civil society, multilateral agencies, etc).
- There is a lack of an enabling environment to support private sector engagement in partnerships.

If partnerships with the private sector are to be effective, it is essential that these challenges are addressed. A stronger focus on ensuring that proposed partnerships deliver value to all parties will support more credible commitments and the achievement of more tangible results from such partnerships.

A key lesson from the Global Environment Facility's International Waters Learning Exchange and Resource Network (IW:LEARN) is that project partners must seek private partners (companies, NGOs and/or private foundations) that will bring the **best value** to the project. Previous experience indicates that this means selecting and designing partnerships with a view to ensuring they are successful and

¹⁹ Available at: <https://www.weforum.org/agenda/2015/08/why-smes-are-key-to-growth-in-africa/>

²⁰ This survey was conducted as part of the development process of this strategic framework.

likely to meet the objectives of the project or initiative. Key considerations related to this process are discussed below.

3.1 Key Considerations

3.1.1 *The Importance of Clarifying Partnership Objectives*

Partnerships may be designed around one or more strategic objectives. The preceding section highlighted the importance of considering the various roles that private sector stakeholders can play in partnerships. It is equally important that the strategic objectives of a given partnership are clearly articulated and that there is buy-in from all partners regarding these objectives. Potential partnership objectives include:

- Information sharing (including identifying and sharing technical best practice guidelines and reporting);
- Joint research and ecosystem monitoring;
- Promoting the adoption of joint standards (including through certification, branding, industry charters, etc.);
- Training and skills development;
- Incentives to support behavioural change;
- The implementation of demonstration projects which can then potentially be replicated in other locations.

3.1.2 *Considering the Potential Role of the Private Sector in Partnerships*

The private sector can play a variety of roles within partnerships, and this should ideally not be limited to the provision of financing (except perhaps in the case of foundations and related institutions). It is important that the role of the private sector is carefully considered and clearly articulated within the design of partnerships. Examples include:

- In-kind contributions of staff and/or equipment;
- Sharing of information, including best practice guidelines;
- Collection and sharing of data;
- Adoption/mainstreaming of standards, best practice guidelines, governance approaches (e.g. EBM or technologies/practices (for example, equipment changes to reduce bycatch, clean technologies to reduce pollution, etc.));
- Joint implementation of demonstration projects;
- Provision of funding (e.g. corporate social investment, contributions from private foundations, etc);
- Contributing to enhanced accountability of governance actors and other private sector players, particularly in settings where regulation and enforcement are weak;

- Advocating for policy change and enhanced implementation. This could be further used to leverage information/marketing/communication networks within the private sector to generate global awareness around key issues and to mobilise action.

3.1.3 Potential for Desirable Outcomes

Have potential partners expressed a clear commitment – or at minimum an interest – in the goal and objectives of the partnership? Do partners have the necessary resources to fulfil their envisioned role in the partnership? When partnerships are designed with a vague reference to ‘private sector involvement’ without a thorough assessment of the criteria for the selection of private sector partners and the broader potential for achieving desirable outcomes, success is unlikely.

3.1.4 Mutual Benefits and Shared Problem-Solving

Partnerships should offer **mutual benefits** to all actors involved. There are a variety of ways that this can be achieved, but it is especially important that in the process of designing a partnership, a clear rationale or business case for private sector engagement be developed and provide the basis for engagement. Partnerships require time and resources, and private sector operators must be able to justify the commitment of such resources to both internal (senior management, company boards, shareholders, etc.) and external stakeholders. This requires an understanding of the drivers of the specific companies involved.

An additional basis for the development of a partnership is the concept of shared problem solving. The Global Industry Alliance (GIA) under the GloBallast Partnerships Project, for example, established a flexible industry fund to promote improved environmental and sustainable performance by funding training, testing, technical assistance, technology development and technology standards. The fund is based on an annual subscription. The IMO acts only as the fiduciary and GloBallast Partnerships supports the execution of activities, which are decided on by the GIA Task Force. Through the GIA Task Force, industry is responsible for making decisions regarding how to spend the money allocated to the industry fund. Companies can enter and exit the partnership and contribute to the fund as they please on an annual basis. The GIA also convenes bi-annual Ballast Water Treatment R&D Symposia to share best practices and lessons learned on treatment technologies and the testing of such technologies.

Potential benefits for the environmental sector

- Reduction of stress on the WIO LMEs;
- Contribution to SDGs, sustainability, Nairobi Convention work programme;
- Identification and implementation of innovative solutions to environmental problems;
- Mainstreaming of environmentally-friendly practices into private sector operations;
- Access to private sector knowledge, technology and innovations;
- Facilitation of information-sharing, including best practices;
- Acceleration of the transition to a blue economy;
- Improved policy making (responsive to private sector needs);
- Improved governance.

Potential benefits for the private sector

- Improved understanding of the risks and opportunities related to the environment, climate and sustainability;
- Improved understanding of environmental impacts and how to decrease risks and secure more robust supply chains;
- Assistance in meeting statutory requirements;
- Access to funding through, for example, the Green Climate Fund, Blue Action Fund, etc.;
- Cost-savings through more efficient resource use and improved sustainability;
- Access to stakeholders and technical assistance;
- Insight into current and future policy environments;
- Improved publicity, enhancing their profile with stakeholders and consumers;

3.1.5 Inclusion of Potential Partners in Partnership Design

A self-evident but often overlooked element of good partnership design is the inclusion of potential partners at an early stage. This can play a key role in understanding the drivers affecting potential partners and understanding their rationale for participation. Such engagements further allow for a clear assessment of the feasibility of the proposed activities and the highlighting of potential risks. In considering potential partners, political, economic, social and environmental stakeholders should be considered.

3.1.6 Transparency and Good Communication

A lack of trust is a commonly cited issue in explaining why partnerships involving the private sector either fail to get off the ground or, when they are implemented, do not deliver the envisioned outcomes. This lack of trust may relate to specific partners or more broadly to stakeholder groups,

that is, mutual suspicion between private sector, government, civil society and other stakeholders regarding commitment, capacity or motivations for delivering on partnership objectives. Transparency and good communications are central to securing buy-in and developing trust between partners.

3.1.7 Management of Risks

Effective partnership requires a thorough and clearheaded assessment of risks in the design phase and an ongoing monitoring of challenges throughout the partnership. It is essential that all partners are included in this process. The challenges outlined in the introduction to this section present a basis for an assessment of generalized risks (trust, buy-in, clarity around roles and objectives, etc). All partnerships are unique and designed and implemented in a particular institutional, governance and political setting – therefore an assessment of the specific dimensions of a partnership is also critical.

3.1.8 Timeframes and Sustainability

While many projects and programmes are of limited duration, long-term commitments through partnerships are more desirable. A solid partnership can, for example, provide the framework for a series of projects/programmes by facilitating the scale-up/replication of proven, cost-effective interventions through private sector networks and associations (for example, demonstration projects).

Where commitments are linked to regulatory requirements, the outcomes are more sustainable. For example, the GIA Fund (discussed in section 3.1.4) was typically directed toward research and development, training and technical assistance for maritime companies to enable them to meet the requirements of the Ballast Water Management Convention.

Developing partnerships with a private sector “intermediary” organization, e.g. a business association, that provides an institutional basis for the relationship, can ensure that the partnership efforts will continue even if key companies or individuals in companies are not able to continue their involvement.

3.2 Framework for Engagement

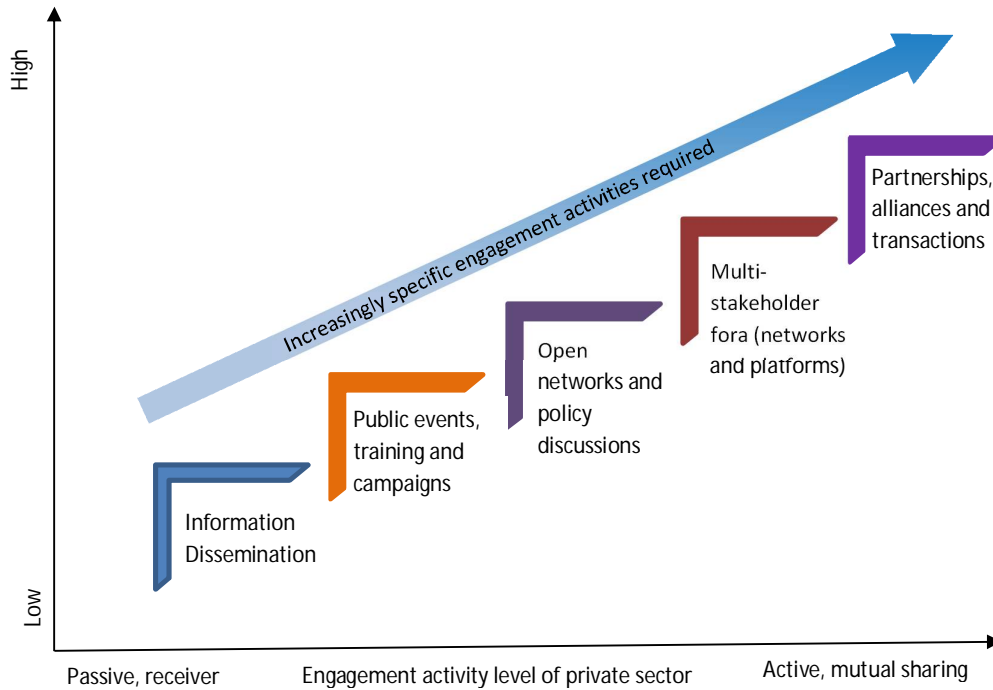
It should be noted that while the emphasis here is on regional level partnerships, the proposed framework can also be applied at the global and national level.

3.2.1 Modalities for Engagement

A variety of potential modalities can be utilized as mechanisms for engagement with the private sector, including information dissemination; public events, trainings and campaigns; open networks and policy discussions; multi-stakeholder fora; partnerships and alliances; and transactions.²¹ These

²¹ UNEP (2019) Strategy for Private Sector Engagement, 11 October, 2019.

modalities can be distinguished on the basis of the level of engagement of the private sector. In Level 1, information dissemination, the private sector is seen as a passive recipient of the relevant information, while at the other end of the scale, in partnerships and alliances, the private sector is actively engaged in a mutually-beneficial activity. The latter are also underwritten by formal agreements.



The survey of stakeholders in the WIO region conducted as part of the strategic framework development process indicated that the majority of respondents have already been participants in at least some of the modalities of engagement, with over 92% having been involved in information dissemination and over 50% in some form of partnership. The three modalities of engagement considered to be most effective by survey respondents included information dissemination, training and partnerships.

Given that information dissemination and trainings are already widely utilized in the WIO region, it is proposed that in terms of this strategic framework, efforts be focused on the modalities involving greater levels of engagement – such as **partnerships and alliances**. This could include **strengthening existing partnerships (where necessary and appropriate) as well as developing new partnerships**. These modalities further hold greater potential to contribute meaningfully to the realisation of this strategic framework’s vision of achieving measurable reductions in stress on the LMEs of the WIO region, particularly in relation to water quality degradation, habitat and community modification, and declines in living marine resources.

3.2.2 *Scale, Scope and Type of Partnership*

Consideration should further be given to the scale, scope and type of partnerships that may be appropriate. To a large extent, this will be linked to the objectives of a particular partnership. For example, while partnerships focused on communication or standard-setting may benefit by including a wide range of actors (an alliance approach), projects that seek more tangible outcomes may benefit from a more focused, incremental approach with a select group of private sector operators with the will and the means to engage actively on partnership objectives. Certain more broad-ranging partnerships could take a cross-sectoral approach, while others may require targeted interventions within a specific sector (such as fisheries or seabed and coastal mining).

In this context, it is also important to note that the environmental impacts are not necessarily proportional to the **size** of the business. For example, small-scale enterprises may have significant impacts at a local level if they are located adjacent to a highly sensitive ecosystem, the habitat of an endangered species, or the resources which are the basis of other livelihoods in the local community.

It is also noted that there are a variety of potential partners, from individual companies to industry representative organizations to those representing specific components of the community (such as women and youth). Each has characteristics which may predispose them to be suitable to particular types of partnership. Key private sector stakeholder groups in the context of the WIO region are discussed in more detail in section 5.5 of this strategic framework.

3.3 Prioritization process

As previously mentioned, the diversity of the private sector in the WIO region in terms of the nature of their activities (economic sector) and size of the company – from micro-enterprises to multinational corporations - means that there is a wide range of potential collaboration opportunities. Strategic engagement with the private sector will therefore require prioritization of interventions and partners from these opportunities. This section outlines a suggested process and criteria to inform such prioritization. The process is applied to the WIO region in section 5 of this strategic framework.

It is proposed that the prioritization process comprise several steps, although they may take place concurrently:

- Selection of economic sector/s;
- Definition of the framework for engagement;
- Selection of partners.

3.3.1 *Selection of Economic Sector/s*

Factors to be considered in identifying priority sector/s include:

- The level of stress currently placed on the WIO LME;
- The footprint of the sector (geographic coverage within the region and in-country);

- The potential to show measurable reductions in this stress within a relatively short time period (say by 2030) based on existing examples in or outside of the region;
- The potential contribution to the SDGs and Agenda 2030.

In terms of the level of stress, it is noted that the information available is likely to be insufficient to allow for an in-depth comparative assessment of the sectors. Nor is it easy to compare the relative importance of different types of impact – for example, the impacts of pollution in comparison to the overutilization of marine resources. Nevertheless, it is proposed that a basic comparison be undertaken based on the geographic footprint of the sector and the extent of its impact. Thus, sectors which support activities in all countries in the region and are widespread within individual countries would have a large footprint and be considered to impose high levels of stress if they caused a wide range of impacts or a fewer number of severe impacts.

3.3.2 Defining the Framework for Engagement

The next step is to assess each of the priority sectors with a view to determining the scale, scope and type of potential partnerships, and the objectives, modalities, and roles of partners within each.

In terms of the scale, scope and type of partnership, the process should be informed by a range of factors:

- Homogeneity of the sector;
- The nature and extent of environmental impacts, noting that such impacts are not necessarily proportional to the size of the business;
- The presence of existing initiatives which could be expanded, strengthened or replicated;
- The availability of tools/mechanisms and/or best practice guidelines to enhance stress reduction.

Once potential partnerships have been identified, the objectives, modalities and role players for each can be determined. For example, if the objective is research and monitoring, it is likely that in addition to private sector partners, research institutions would play a role.

3.3.3 Selection of Partners

Once the objectives of a particular partnership have been determined, the process of selecting specific partners can commence. As indicated previously, the characteristics of specific organizations may predispose them to being suitable partners. For example:

- Industry associations are, in some cases, already coordinating the development and/or implementation of best practice guidelines or other protocols specific to the dynamics of the sector or sub-sector they represent. A partnership approach based on industry representative organizations would be particularly suited when the partnerships are focused primarily on information sharing or the promotion of industry standards. Industry representative

organizations are suitable for partnerships in sectors characterized by a large number of individual actors over a wide geographic area – such as fisheries and tourism. Industry representative organizations can also play a critical role as the secretariat in such partnerships.

- Representative organizations of the broader business community (e.g. national or regional business councils) are important in partnerships focused on, for example, the blue economy.
- Individual companies – or a select group of companies - would be appropriate for demonstration projects, which could be replicated at a later date.
- Partnerships with individual companies would also be appropriate in cases where the sector is characterized by individual companies of significant scale (e.g. oil and gas, the larger coastal mining projects); where there are not appropriate representative associations; or where they have made significant commitments or shown keen interest in partnerships related to marine and coastal conservation and protection (leading regional good practice).
- Small-scale associations or networks are particularly important to support engagement with small-scale operators in maritime sectors. Individual small-scale operators typically have less resources, limited access to communication technologies and face a range of other constraints that hamper effective engagement at the national and regional levels.
- Private sector associations or networks that specifically represent stakeholder categories that have traditionally been marginalized, including women and youth, are obviously important where one of the objectives of the partnership is to improve their position within the sector. These networks are also relevant for information dissemination activities at the national and regional levels.
- Existing institutional partners would be suitable for sectors which operate and are regulated globally, for example, the IMO in the case of shipping.

Other factors to be considered include:

- Potential for change based on proven commitment and ability to change;
- Willingness to provide resources and solutions (best practice);
- Engagement in research and innovation;
- Prior investment in inclusive and sustainable economic activities.

3.4 Resource Mobilization

Various international agreements, including Agenda 2030, the Paris Agreement and the Addis Ababa Action Agenda, call for mobilizing financing flows from all sources, including the private sector. The UN Funding Compact, a non-binding document adopted in 2019, aims to provide the financial support needed for the alignment of the UN development system with the 2030 Agenda for Sustainable Development.²²

The private sector is well-positioned to mobilize resources to accelerate momentum towards a sustainable future. Resources include both financial (direct or voluntary) or non-financial

²² Available at: <https://undocs.org/A/74/73/Add.1>

contributions (in-kind contributions), for example by providing human, logistical, and managerial resources to programmes and projects implemented by partners.²³

Engagement with the private sector needs to generate the following outcomes:²⁴

- Business models based on circularity, resource efficiency and sustainability that drive cultural change amongst consumers and contribute to the decoupling of economic growth from the unsustainable use of natural resources;
- Private sector human, managerial and financial resources catalysed into research, innovations and technologies that accelerate a transition to an inclusive and sustainable economy.

What this means is that to successfully scale up and accelerate momentum, engagement with the private sector must go beyond financial contributions and resources to an active involvement and ownership of environmental sustainability imperatives. Private sector engagement must also include the successful mobilization and leveraging of their technical expertise, as well as of their human and managerial resources, to mainstream and scale up technologies and innovative approaches, which will accelerate and promote sustainability. This type of active engagement with a wide range of private sector entities is precisely what will provide resources and/or practical solutions to address environmental challenges.²⁵ This strategic target group ranges from micro-, small- and medium-sized enterprises to large multinationals. It includes high net-worth individuals; incubators and start-ups; entities working in research and innovation; and established enterprises within the private sector.

Various resource mobilization approaches and options are outlined in the linked Assessment Report²⁶, including:

- Financial resource mobilization;
- Sources of capital flow;
- Resource mobilization from diverse sources;
- New and innovative approaches and
- Non-financial resources

3.5 Building partnerships

It is important to note that building a partnership is not something that can be done overnight – partnerships should be developed over time and in an inclusive manner so that all prospective partners are involved in the process. This will build mutual trust and understanding and promote transparency, buy-in and commitment to the partnership objectives.

²³ UNEP (2017), Resource Mobilization Strategy, p 6.

²⁴ UNEP (2019) Strategy for Private Sector Engagement, 11 October, 2019, pillar 4 and outcomes 3 and 5.

²⁵ UNEP (2019) Strategy for Private Sector Engagement, 11 October, 2019, p1.

²⁶ See Annex C of Assessment Report – ‘Resource Mobilization Options’

In this context, section 5 of this strategic framework outlines how the framework presented here can be applied to the WIO region. It also presents a proposed framework for the coordination and development of partnerships (the WIO Blue Economy Platform) and outlines several concepts for potential partnerships which then need to be presented to proposed partners for further development and refinement (these are further elaborated in the annexes). Section 6 sets out suggested steps for the further development of partnership concepts and the broader implementation of this strategic framework.

4. Implementation of the Strategic Framework in the WIO

The past decade has seen the development of the blue economy as a key topic across the globe, including in the WIO, with most countries having blue economy initiatives. In the Seychelles, the Blue Economy Strategic Framework and Roadmap, now in its implementation phase, aims to create an enhanced environment for private sector development and investment in ocean-related sectors. Similarly, the government of Kenya is increasingly prioritizing the blue economy as a potential source of employment and economic growth. These initiatives align with Agenda 2063, the overarching development framework for the Africa region adopted in by the African Union in 2015, which called for the region's blue economy to be "a major contributor to continental transformation and growth" and which therefore established a clear, high level political commitment for shared action on developing the regional blue economy. These ambitions are also expressed in other regional frameworks, including the 2050 Africa's Integrated Maritime Strategy (2014), the African Charter on Maritime Security and Safety and Development in Africa (2016), the Africa Blue Economy Strategy, and the Africa Ocean Governance Strategy (the latter two frameworks are currently under development).

The blue economy concept lends itself to cross-sectoral collaboration and engagement with the private sector in the region. A partnership around this should therefore be seen as a priority (see section 5.6.1). At the same time, there is space for more specific partnerships within individual sectors and sub-sectors. In addition, given the importance of long-term monitoring of ecosystem-related indicators and ocean-climate observations for the ongoing sustainable management of the WIO region, partnerships around research and monitoring should also be considered. An emerging research topic is the Oceans Accounting Framework, which builds on the Cairo Declaration on Managing Africa's Natural Capital for Sustainable Development and Poverty Eradication, which references natural capital accounting.

Given the diverse nature of the private sector in the region, it is proposed that a diversity of partnerships be pursued, each with a set of objectives appropriate to the selected group of stakeholders.

4.1 Priority Sectors

Based on the relative size of the sector (footprint) and the nature and extent of the impacts, it is proposed that implementation of this strategic framework focuses initially on the following economic sectors:

- Fisheries (including capture fisheries, mariculture, and seafood processing)
- Tourism and recreation
- Extractive industries (oil and gas, coastal and seabed mining)
- Shipping and ports.

4.1.1 Fisheries

Fisheries in the WIO region are diverse, with some 239 different fisheries operating in the coastal zone alone. They include both small-scale and industrial sectors utilizing a variety of fishing gears and supporting the livelihoods of thousands of people. Moreover, even in the case of small-scale fisheries, some catches are processed to high standards and exported to international markets. In addition, several countries already have an established mariculture industry – such as seaweed culture in Tanzania – while others are looking to expand this component.

Fisheries, however, also have significant impacts, with capture fisheries leading to the overexploitation of the fish stocks themselves. Other impacts include those on non-target species through bycatch and discards and habitat degradation as a consequence of destructive fishing methods. Mariculture may also cause pollution, facilitate the spread of diseases to wild populations and result in the introduction of alien species. Seafood processing activities may additionally generate pollution.

The fisheries sector overall thus both has a significant footprint and exerts a considerable amount of stress on the ecosystems of the WIO. Moreover, recent years have seen dramatic reductions in key fisheries, suspected to be due to the combined effects of climate change, overfishing and degradation of key marine ecosystems. On this basis, it is considered a priority sector for the development of partnerships.

4.1.2 Marine and Coastal Tourism and Recreation

Tourism is an important part of the economies of almost all the WIO states, both as a component of GDP and source of employment. Implicit in this is also the value that ecotourism places on the preservation of intact marine ecosystems to sustain the industry. This, in turn, provides strong incentives for coastal communities to conserve these ecosystems and benefit from the alternative livelihood options and improved ecosystem services generated.

For example, in the Seychelles, tourism accounts for about a quarter of the national economy and – as is the case of the other Indian Ocean islands - is closely linked to marine and coastal ecosystems. Marine and coastal tourism is, however, also important in the other WIO countries. In Kenya, for example, it has been estimated that 60% of tourists spend at least part of their visit at coastal destinations. The tourism industry is also noteworthy for the opportunities that it can potentially create for small business across a range of services, including accommodation, ecotourism, diving and recreational fishing, etc. Moreover, it involves a wide range of people, from guests to workers, and therefore has enormous potential for raising awareness around sustainable practices.

Marine and coastal tourism can, however, have negative environmental impacts, including coastal erosion; habitat destruction and fragmentation and an associated reduction in biodiversity; pollution from hotels and other facilities with inadequate waste disposal systems; and increased pressure on local resources, protected areas and endangered species. International tourism in particular also contributes to climate change (through increased emissions from long haul flights, for example), which has already had an impact on the region through coral bleaching events, increased frequency of storm events and sea-level rise.

Tourism and the associated recreational activities thus also have both a significant geographic footprint and are a source of a considerable amount of stress on the ecosystems of the WIO. There are, however, a number of tools, guidelines, certification systems and best practice models for ecotourism in place, which have significant potential to be implemented more broadly in the WIO. On this basis, it is similarly considered a priority sector for the development of partnerships.

4.1.3 *Extractive Industries*

Although the primary oil and gas discoveries in the region to date are limited to Mozambique, Tanzania and South Africa, there are potential reserves in the sedimentary basins adjacent to Kenya, Madagascar, Seychelles and the Comoros which could be developed in the future. Oil and gas exploration and production have a variety of negative environmental impacts, such as physical obstruction of other activities; negative effects of seismic surveys on marine mammals; and pollution from drilling activities, blow-outs and transportation, which lead to the degradation of sensitive ecosystems such as mangroves, seagrass beds and coral reefs.

While there has been growing interest in seabed mining to date, there has been no mining of deep-sea minerals within the EEZs of WIO states. Licences which have been granted in the Indian Ocean have been limited to exploration rights in the ABNJ.

Coastal mining includes the mining of heavy mineral sands as well as sand and other aggregates, which are mined primarily as an input to the construction industry. The latter activities are particularly widespread, poorly regulated and have significant socio-economic and environmental impacts. Such activities often take place in riverbeds and estuaries, which play a critical role in the lifecycle of many marine species important to local livelihoods, food security, flood regulation and other ecosystem services.

Given the current drop in the oil price, the anti-fossil fuel sentiments in the context of climate change, and the current status of seabed mining, it is proposed that coastal mining – rather than the oil and gas industry or offshore mining – be considered as a priority for partnership development at this stage.

4.1.4 *Shipping and Ports*

Africa generally relies heavily on ships and ports to service its intercontinental trade, which contribute some 7% and 5% of maritime exports and imports by volume, respectively. Approximately 38% of goods exported by sea in 2018 comprised of crude oil, while over two-thirds of imports were accounted for by dry cargoes (dry bulks and containerized goods) and close to 20% of imports were made up of petroleum products and gas.²⁷

Vessels have a variety of potential impacts on coastal and marine ecosystems from pollution – either from the vessel's day-to-day operational activities or as a result of accidents – or through the introduction of invasive alien species primarily via ship's ballast water and hull-fouling. Although there have been relatively few major shipping accidents in the WIO, the recent increase in the exploitation

²⁷ See Assessment Report Section 4.3. – 'Marine Trade (Shipping and Ports)'

of offshore oil and gas reserves from the region itself, combined with a relatively low level of preparedness for marine pollution response, suggest that improving the capacity for regionally coordinated response should be considered a priority. This was highlighted by the recent oil spill in Mauritius (July 2020), when the bulk carrier MV Wakashio struck a reef and released close to 1 000 tonnes of fuel oil into the ocean.

4.2 Emerging Sectors

A number of emerging sectors, some already operating in the region and some still being explored, form part of national blue economy plans in the WIO region. Not all these sectors are entirely new – desalination technology, for example, has existed for decades, yet it is not widely deployed in the WIO region. In addition to desalination, emerging sectors include offshore renewable energy, marine bioprospecting, offshore mariculture and seabed mining. While these sectors do not currently have a significant footprint or impact in the region, there is potential to consider partnerships based on the potential growth of particular sectors. For example, in the context of climate change as well as regional and national efforts to promote a green transition and enhance energy access in the region, a partnership promoting renewable energy should be explored.

4.3 Defining the Framework for Engagement

As proposed in Section 3, the scale, scope and type of partnerships should be informed by a range of factors, including the homogeneity of the sector, the nature and extent of environmental impacts, the presence of existing initiatives, and the availability of tools/mechanisms and/or best practice guidelines to enhance stress reduction. The framework should also be closely linked to the proposed objectives. Moreover, the type of partnership will also determine which approach to resource mobilization is most suitable.

By way of example, this process has been applied to the fisheries sector of the WIO.

4.3.1 *Engagement Frameworks in the Fisheries Sector*

The overall objective of this strategic framework is to reduce stress on the coastal and marine ecosystem of the WIO by promoting the mainstreaming of EBM into the operations of the private sector in the region. In the case of fisheries, more specific **objectives** could include improving the status of stocks of marine resources and reducing bycatch, habitat degradation and pollution.

Other key factors to be considered in identifying and designing partnerships include:

- Homogeneity or otherwise of the sector
- The nature and extent of environmental impacts
- The presence of existing initiatives which could be expanded, strengthened or replicated;
- The availability of tools/mechanisms and/or best practice guidelines to enhance stress reduction.

Homogeneity of the sector

The fisheries sector includes a wide range of entities that includes small-scale inshore fisheries, industrial scale offshore fisheries, mariculture and seafood processing operations. This suggests that several different partnerships, rather than a single, all-encompassing partnership, should be considered. Potential partnerships could include:

- Responsible Fisheries Alliance (probably most applicable to the industrial fisheries)
- Networks linking small-scale fishers to one another as well as to NGOs, research institutions and potential funders
- Demonstration projects linked to the introduction of cleaner technologies in seafood processing industries.

The nature and extent of environmental impacts

Although all fisheries have some impact – given that they remove selected species from the ecosystem - such impacts vary from one fishery to another depending, for example, on accessibility to the target population, fishing methods used, etc. Moreover, the impacts are not necessarily proportional to the size of the business. For example, small-scale enterprises may have significant impacts at a local level if they are located adjacent to a highly sensitive ecosystem, the habitat of an endangered species, or the resources which are the basis of other livelihoods in the local community. On the other hand, bycatch has been shown to occur in all fishery types, although it is generally lower in recreational, small-scale and subsistence fisheries – where harvesting is more selective - than is in semi-industrial and industrial fisheries, including fishing by foreign fleets.

By way of example:

- Tuna are located in offshore waters and are fished using purse seines, longlines and other gears. While some tuna species targeted by these fisheries are considered to be overexploited, other environmental impacts from these fisheries include bycatch and discards of megafauna including cetaceans, sharks, turtles and seabirds. A partnership could therefore focus on introducing improvements to fishing gear and increasing the use of measures to mitigate bycatch.
- Tuna are also important in terms of industrial seafood processing facilities, with most of the region's catch sent to the Seychelles, which hosts one of the largest tuna canning factories in the world. In this case, a demonstration project to promote cleaner technologies in the tuna canning industry could be the focus of a partnership.
- Octopus fisheries, primarily carried out by small-scale fishing communities, occur across the WIO region. While fishing methods are selective, stocks are vulnerable to overharvesting.
- Small-scale fisheries, more broadly, tend to have lower environmental impacts than industrial fisheries. However, with growing demand for seafood products; the adoption of technologies in the small-scale sector that potentially increase impact, such as nylon nets and outboard motors; and relatively poor regulation of the sector, there is certainly potential for significant environmental impacts, including overexploitation of stocks. This creates opportunities for utilizing information and communications technology (ICT) for enhanced participatory governance of small-scale fisheries.

Existing initiatives

The **tuna fisheries** of the WIO region are regulated by the Indian Ocean Tuna Commission (IOTC) which is promoting an Ecosystem Approach. In addition, the Global FIP Alliance for Sustainable Tuna (G-FAST) model aims to improve sustainability practices through directly engaging with tuna fishing vessel owners in formal comprehensive [Fishery Improvement Projects \(FIPs\)](#). The Sustainable Indian Ocean Tuna Initiative (SIOTI) was jointly established by major tuna processors and producer organizations and their fishing vessels in the region, along with the support of WWF. The goal is to improve the management of tuna fisheries in the Indian Ocean so that in the future, consumers can be assured that the purse-seine tuna they purchase is harvested sustainably. This fishery is predominantly used for export to the European market and the vessels are flagged to Spain, France, Italy, Seychelles, and Mauritius. Since 2016, the active involvement of [FIP Stakeholders](#), including the Seychelles Fishing Authority (SFA), has catalysed improvements in this fishery against the Marine Stewardship Council (MSC) standard.

The Southwest Indian Ocean Octopus Project (SWIOceph) is an initiative of the Marine Stewardship Council (MSC), with partners including Blue Ventures, the GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) and the AU-IBAR (African Union). The objectives of SWIOceph are to provide a platform for stakeholder collaboration and to assist the fisher communities to implement more sustainable harvesting practices.

Availability of tools/mechanisms and/or best practice guidelines

A number of tools, mechanisms and best practice guidelines are available for the fisheries sector, including:

- Mitigation measures aimed at reducing seabird and turtle bycatch that have been introduced in a number of fisheries.
- The MSC certification system, which is based on indicators including stock status (MSC Principle 1), gear/fleet-specific ecosystem impacts (MSC Principle 2), and management (MSC Principle 3).
- Cleaner production methods, which have been used in the white fish and canning industries in South Africa with a view to reducing freshwater consumption and reducing the organic content of the effluent.
- A system of seasonal closures, which has been successfully introduced in the octopus fishery in Madagascar and led to similar initiatives in several other WIO countries.

Recommendation

Given the existence of a number of initiatives around tuna, it was concluded that the establishment of a new partnership in this sub-sector is not a priority. On the other hand, although there is an existing regional initiative around the octopus fishery, it was concluded that there is potential for expansion in this area by working closely with already-active partners. Similarly, given the strong interest in the potential of ICT to support small-scale fisheries governance and existing regional

stakeholders with significant expertise and existing technology (e.g. Abalobi), a regional initiative around ICT for enhanced small-scale fisheries governance was considered a priority.

4.3.2. Engagement Frameworks in the Tourism Sector

Specific **objectives** of engaging with the tourism sector could include reducing impacts such as coastal erosion, habitat destruction, biodiversity loss, and pollution from hotels and other facilities with a view to alleviating pressure on local resources, protected areas and endangered species.

Other key factors to be considered in identifying and designing partnerships include:

- Homogeneity or otherwise of the sector
- The nature and extent of environmental impacts
- The presence of existing initiatives which could be expanded, strengthened or replicated;
- The availability of tools/mechanisms and/or best practice guidelines to enhance stress reduction.

Homogeneity of the sector

Tourism is a highly diverse industry that comprises interacting segments such as transportation (international and domestic), accommodation, intermediaries such as tour operators and travel agents, catering services, retail (such as souvenirs), and local attractions and activities. It includes everything from international hotel chains to small business providing services such as local transport, accommodation, guiding, ecotourism, diving and recreational fishing, etc. As for the fisheries sector, this suggests that several different partnerships, could be considered. Potential partnerships could include:

- Regional Sustainable Tourism Council (aligned with the Global Sustainable Tourism Council);
- Networks linking small-scale operators – such as those involved in providing recreational opportunities such as diving, boating or fishing - to one another as well as to NGOs, research institutions and potential funders
- Demonstration projects linked to the hotel industry which would promote the introduction of eco-architecture and eco-technology, for example, rainwater catchment, solar water heating, photovoltaic power generation, composting toilets and vegetative greywater filtration.

The nature and extent of environmental impacts

Marine and coastal tourism has a range of negative environmental impacts, including:

- Coastal erosion as a consequence of increased use of sand, limestone etc as construction materials for the development of infrastructure and amenities;
- Habitat fragmentation and a reduction in biodiversity, as a result of, for example, clearance of mangroves or other coastal habitats for infrastructure construction;
- Pollution from hotels: sewage, for example, can result in increased nutrient levels which promote algal growth thereby impacting on the health of coral reefs and other components of the ecosystem;

- Habitat destruction due to recreational activities (e.g. trampling of coral reefs; or damage by SCUBA divers and snorkellers);
- Increased pressure on protected areas. For example, tourism-related damage to the reef in Watamu Marine National Park (Kenya) - where tourism is encouraged as a means to fund conservation;
- Increased pressure on endangered species. For example, changes in the nursing behaviour of Indo-Pacific bottle-nosed dolphins – which is considered to be Near Threatened on IUCN’s Redlist - were observed as far back as 2007 in an area off of Zanzibar where “swimming with dolphins” is a tourist attraction;
- Increased use of local natural resources (e.g. freshwater, fish and shellfish) to meet the needs of growing numbers of tourists; and
- International tourism in particular contributes to climate change. This has already had an impact on the region through coral bleaching events, increased frequency of storm events and sea-level rise.

Existing initiatives

The Global Sustainable Tourism Council (GSTC) is an international body which promotes the adoption of universal sustainable tourism principles and practices. A number of national bodies in the region are already affiliated with the GSTC including Ecotourism Kenya, Green Tourism Active (South Africa), the Seychelles Sustainable Tourism Foundation, Responsible Tourism Tanzania and the Tourism Environment Charter (Mauritius). In addition, there are already a number of ecotourism initiatives such as Chumbe Island Coral Park (Zanzibar)²⁸ and a community- based ecotourism project in Gazi Bay (Kenya), while hotels in Kenya are involved in the monitoring and protection of turtle breeding sites on the beaches of Diani and Watamu.

Initiatives of GSTC Members from the WIO region include:

- Ecotourism Kenya: promotes sustainable tourism through the incorporation and recognition of environmentally and socially sound practices such as the integration of communities and community based tourism enterprises into mainstream tourism, promotion of best practices in tourism accommodation facilities through an eco-labelling scheme, and a mentorship program to mentor students in the tourism field.
- Green Tourism Active (GT-Active, based in South Africa) is an assessment and certification organisation with a focus on environmental, socio-economic, cultural and conservation performance and compliance with the GSTC criteria.
- The Seychelles Sustainable Tourism Foundation is an NGO which acts as a platform for tourism stakeholders in Seychelles, facilitating partnerships and joint initiatives for sustainable tourism. It promotes an integrated collaborative approach between public, private sector, academia and NGOs with an action plan is based on the GSTC criteria.
- The Tourism Environment Charter: launched in Mauritius in 2002 by the Association of Hoteliers and Restaurants, AHRIM, with the assistance of the GEF Small Grants Programme.

²⁸ Chumbe Island is run by a registered company (CHICOP) as a Private Protected Area (PPA). It was the first privately established and managed Marine Protected Area (MPA) in the world and the first managed MPA in Tanzania. From 2000, it also became the first financially fully sustainable MPA in the world.

This charter is a voluntary corporate responsibility with the commitment to achieve environmental protection and sustainable development. The charter aims to make environmental protection an integral part of the daily management of hotels and other tourism operators. It also aims to create awareness to minimize environmental impacts and it encourages hotel and tourism stakeholders to work towards environmental certification standards.

Availability of tools/mechanisms and/or best practice guidelines

The Global Sustainable Tourism Council has already established criteria and indicators for various components of the tourism industry (e.g. Tour Operators) with themes including sustainability planning; social and economic benefits for the local community; cultural heritage; and environmental impacts (including consumption of resources, reducing pollution, and conserving biodiversity and landscapes).

Recommendation

Given that there are already a number of national bodies in the region that are affiliated with the GSTC – and that the GSTC has already established criteria and indicators for most components of the tourism industry – it is proposed that the establishment of a Regional Sustainable Tourism Council should be a priority. Representation on such a body could include associations or networks from the various components of the sector and in addition to promoting sustainability could enhance collaboration between the larger (international) and local players. This is elaborated further in the annex to this strategic framework.

4.4 Resource Mobilization

The most appropriate strategy for resource mobilization will depend on the nature of the partnership proposed, but resources may include both financial and non-financial resources (e.g. technical expertise and innovation). They may also be direct financial contributions or in-kind contributions such as the secondment of personnel, provision of office space etc. The best sources of such contributions are obviously stakeholders with a direct interest in the objectives of the proposed partnership.

For example:

- In the case of the Responsible Fisheries Alliance in South Africa, resources are provided primarily by the four companies that benefit from the deep-sea trawl fishery.
- Networks linking small-scale fishers to one another as well as to NGOs, research institutions and potential funders with specific interests in small-scale fishing.
- In the case of demonstration projects linked to the introduction of cleaner technologies in seafood processing industries, the companies themselves would be expected to invest in these technologies. However, this might be supplemented by a funding agency or project (e.g.

a GEF project) trying to drive the adoption of such practices. In the South African example, the organization involved was DANIDA.

Another example is Mars – an American manufacturer of confectionery, pet food, and other food products - which invests in coral reef rehabilitation as a CSR investment. The link in this case is not just an interest in conservation but because coral reefs play an important role as nursery grounds for fisheries like tuna, which Mars uses in the production of pet food.

4.5 Selection of Partners

As outlined in section 3.1, the selection of partners should be informed by the objectives of the partnership and the extent to which partners have expressed a clear commitment – or at least a level of interest – in the goal and objectives of the partnership. A further consideration is the willingness and ability of partners to contribute the necessary resources to fulfil their envisioned role in the partnership.

4.5.1 Institutional Partners

Institutional partners such as UN agencies, AU-linked bodies and regional economic communities (e.g. SADC, EAC) which have access to resources can play a key role in initiating and establishing partnerships and must be considered as high priority. These include:

- For the fisheries sector: the FAO, AU-IBAR, AUDA-NEPAD, and WorldFish, as well as regional fisheries management bodies;
- For tourism: the UN World Tourism Organization (WTO);
- For shipping and ports: the IMO.

4.5.2 Private Sector Partners

Private sector partners will obviously depend on the specifics of the partnership being considered but may include²⁹:

Private sector representative organizations

Representative organizations are particularly important for, but not limited to, sectors that are characterized by a large number of individual actors.³⁰

- For the fisheries sector, examples include:
 - the Eastern Africa Fisheries Non-State Actors' Platform;
 - the African Women Fish Processors and Traders Network (AWFISHNET) (which is also linked to networks at the national level);
 - Indian Ocean Tuna Operators Association

²⁹ A more comprehensive list is available in the spreadsheet produced by the stakeholder mapping exercise.

³⁰ This includes regional bodies only i.e. not national.

- Sustainable Aquaculture Research Network for Sub-Saharan Africa, Aquaculture Association of Southern Africa.
- For tourism: African Tourism Board, Regional Tourism Organization of Southern Africa, World Travel and Tourism Council
- For oil and gas: IPIECA, African Petroleum Producers Association
- For shipping and ports: PMAESA, Shippers Council of Eastern Africa (cargo owners?)
- General: East Africa Business Council, World Ocean Council.

Individual companies

Engaging directly with individual companies may be desirable where an industry is dominated by relatively few companies of significant size or where there is not an industry body representing them. The sectors where such a situation is most likely to prevail are energy (oil and gas) and shipping.

Regional business organizations

These could include the East African Business Council, the SADC Business Council, the Association of SADC Chambers of Commerce and Industry, the COMESA Business Council; the *Cap Business Océan Indien*, and the Indian Ocean Business Forum, as well as national organizations such as the Tanzanian National Business Council.

4.5.3 *Non-governmental Organizations*

There are many NGOs active in the region, including The Nature Conservancy, WWF, Marine Stewardship Council, Blue Ventures, CORDIO, IUCN, Birdlife International, Fauna and Flora International, Wildlife Conservation Society, SAIIA, IOI-SA, TRAFFIC, etc.

4.5.4 *Research Institutions*

- National Research Institutes: KMFRI, TAFIRI, ORI;
- Regional Research Partnerships/Platforms/Networks: WIOMSA
- Academic Research Institutes: Institute of Marine Sciences (University of Dar es Salaam in Zanzibar); Rhodes University, Nelson Mandela University, University of Cape Town, University of KwaZulu-Natal, Eduardo Mondlane University, University of Nairobi, University of Mauritius, University of Seychelles, etc.

4.5.5 *Funding Partners*

Apart from the potential partners listed above, a number of foundations and donor agencies are potential sources of funding to facilitate the development of, and provide ongoing support for, partnerships. These include:

- Private foundations: MacArthur Foundation, Mulago Foundation, UN Foundation, James Michel Foundation, Global Environment and Technology Foundation.
- Donor agencies: the EU, the French Facility for Global Environment (FFEM), DANIDA, SIDA, NORAD, DFID and BMZ.

4.6 Proposed partnerships

This section outlines proposed partnerships that will form part of the implementation of the strategic framework. The WIO Blue Economy Platform (WIO-BEP) is proposed as a regional platform that will play a central role in facilitating partnerships in the region and therefore play a central role in the implementation of the strategic framework. The section also proposes a partnership around research and monitoring. Brief concept notes have been developed for a variety of sectoral partnerships (details are provided in the annex to this strategic framework).

4.6.1. The WIO-Blue Economy Platform

Concept:

The WIO Blue Economy Platform (WIO-BEP) will serve as a regional platform to facilitate private sector engagement across sectors and promote partnerships between the private sector, governance authorities (regional and national) and civil society.

Rationale:

The need for closer collaboration between the private sector, governance authorities and civil society in marine ecosystem conservation and protection is widely recognized, yet such partnerships face a range of challenges and often fail to live up to expectations. This *Strategic Framework for Private Sector Engagement in the Western Indian Ocean* seeks to address these challenges and promote effective partnerships for enhanced governance of the region's marine ecosystems.

WIO-BEP will provide a platform to facilitate information sharing and the development of partnerships as envisioned in this strategic framework.

Context: The oceans have become increasingly prominent in global, regional and national policy debates. Such debates are marked by two key themes: firstly, a growing recognition of the current and potential importance of oceans to human wellbeing, encompassing social, environmental and economic dimensions, and secondly, increasing awareness of the threats faced by marine ecosystems as a result of human activities, entailing risks not only for ocean life, but also for human society. Under the rubric of the blue economy, maritime industries and governance issues have become a central concern for African policymakers in recent years. The African Union's Agenda 2063 envisages Africa's Blue Economy as a major contributor to continental transformation and growth, while the 2050 African Integrated Maritime Strategy, adopted in 2014, sets its overarching vision as fostering "increased wealth creation from Africa's oceans and seas by developing a sustainable thriving blue economy in a secure and environmentally sustainable manner." As the understanding of anthropogenic stressors, including climate change, on marine ecosystems improves, and at the same time traditional maritime sectors such as shipping and fisheries expand while new sectors like marine renewable energy and marine bioprospecting emerge, the need for effective partnerships to support a sustainable blue economy becomes increasingly urgent.

Envisioned benefits of WIO-BEP:

- Opportunity for the private sector to engage directly with governance actors shaping the regional regulatory framework
- Opportunity for members to showcase commitment to global commitments (e.g. SDG14)
- Opportunity to enhance effectiveness of partnerships through peer learning and knowledge exchange
- Enhanced visibility of companies incorporating good practice

Objectives:

- Serve as a repository of best practice related to partnerships aimed at marine ecosystem conservation and protection in the WIO region, focusing in particular on partnerships involving the private sector
- Provide a platform for engagement to support the development of partnerships
- Promote the development of a conducive political and regulatory environment for non-state and private sector investment and involvement in marine conservation and eco-system protection
- Support peer learning and reporting to enhance effectiveness, transparency and accountability
- Support the scaling and replication of successful pilot projects across the region
- Promote coordination and synergy between regional initiatives and avoid duplication of effort
- Serve as a platform for coordination and reporting related to the implementation of this strategic framework.

Membership:

It is proposed that membership to WIO-BEP builds on the Western Indian Ocean Sustainable Ecosystem Alliance (WIOSEA), which was established under the ASCLME project.

- Institutional partners: UNEP, Nairobi Convention, RECs, RFMOs
- Private sector: open to all interested partners, suggested initial focus on representative institutions (business associations /councils), as identified in Assessment Report³¹
- Civil society: open to all interested partners, however, it is suggested that in the initial stages focus is on membership of the WIO-C (<https://wio-c.org/projects-by-members/>)

Existing initiatives

Several platforms at the global level seek to enhance partnership for ocean governance and document good practice for marine ecosystem conservation and protection. These include:

³¹ See Section 2 of Assessment Report – ‘Key Marine and Coastal Sectors of the Western Indian Ocean Region’.

- Blue Solutions³²
- UN Ocean Conference Commitments³³
- The Western Indian Ocean Consortium, which serves as a platform for coordination and knowledge sharing between key regional governance institutions and civil society actors in the region.³⁴
- World Ocean Council.

Resource mobilization

It is proposed that a WIO-BEP fund is established, through which voluntary contributions from the private sector, as well as contributions from donors, could be mobilized. The fund would allow for resources to be dedicated to either the broader functions of WIO-BEP or to be specifically allocated to activities within a particular sector (e.g. tourism or shipping). The WIO-BEP steering committee would lead discussions around the establishment of this fund and its subsequent administration.

Institutional framework and decision-making:

It is proposed that the institutional framework and decision-making structure be modelled on the WIO-C. This would entail the formation of a secretariat responsible for supporting the core functions of WIO-BEP, including co-ordination of the members. The secretariat would be rotated among the core members on an annual basis, unless otherwise agreed on by the core members. Given the cross-sectoral nature of WIO-BEP, it is proposed that initially the secretariat not be hosted by a specific industry organization or sector-specific regional organization (e.g. a RFMO), but rather a regional institutional with a broader mandate (e.g. IOC, UNEP / Nairobi Convention). A steering committee with representatives from the private sector, civil society and regional governance institutions would provide strategic input to the secretariat.

Specifically, the roles and responsibilities of the secretariat would include:

- Managing all documentation and records relating to the Consortium and acting as a repository;
- Convening meetings: coordinating virtual discussions, meetings of the steering committee and other meetings, acting as secretary for all steering committee meetings, developing agendas, preparing and distributing minutes and other documents and handling necessary logistics;
- Acting as a communication centre and a conduit for information flow;
- Facilitating the development of an annual work programme;
- Managing budgets, keeping accounts and producing financial reports for WIO-BEP core functions;
- Facilitating and keeping track of member recruitment to WIO-BEP;
- Leading fundraising efforts in close consultation with the Steering Committee.

³² More information available at: <https://bluesolutions.info/about-blue-solutions/>;
<https://panorama.solutions/en/explorer?ecosystem%5B0%5D=63>

³³ More information available at: <https://oceanconference.un.org/commitments/>

³⁴ More information available at: <https://wio-c.org/>

4.6.2. Research and Monitoring

Long-term monitoring of ecosystem-related indicators and ocean-climate observations for the ongoing sustainable management of the WIO are an important objective of the SAP. It is proposed that the possibility of rebuilding the WIO-SEA Alliance (Western Indian Ocean Sustainable Ecosystem Alliance) established during the course of ASCLME and SWIOF Project be investigated as a priority.

A national example of this type of partnership is the South African Marine Research and Exploration Forum (SAMREF), whose goals are to:

- Identify and take advantage of opportunities provided by oil and gas exploration activities and platforms and gather important marine ecosystem data which would otherwise be difficult and expensive to obtain.
- Facilitate new collaborative offshore studies that would increase South Africa's state of knowledge of the offshore marine environment related to renewable energy potential, marine biodiversity and ecology, climate change and ecosystem functioning.

The partnership is based on mutual benefits, in as much as industry vessels and fixed platforms frequently put to sea and hence have the capacity to obtain and share such data. In turn, the marine research community has the knowledge and willingness to work with industry in order to get maximum potential from the data they are collecting. In terms of the private sector, SAMREF involves primarily the oil and gas industry, while other partners include marine-related research institutions and universities (SAEON, SAIAB, SANBI) and government departments/parastatals (DSI, DFFE, DMR, SAWS, CSIR).

An emerging area of research is the Ocean Accounts Framework (OAF) which recognizes that the environment is an asset (natural capital) and that – in the same manner in which national accounts should balance – so should our ecosystem accounts. This concept flows into specific policy areas and international governance. It will lead to an improvement in ocean-related data and their application in accordance with international standards and be consistent with the 2030 Agenda for Sustainable Development. A more detailed concept on this is provided in Annex 1.

4.6.3. Sectoral Partnerships

A number of preliminary concepts for partnerships linked to the priority sectors can be found in Annex I. Those which are selected by stakeholders in the region will then need to be developed into full partnership proposals in consultation with the relevant partners. It is envisioned that these preliminary concept notes will be assessed in the strategic framework consultation process – this may entail removing or adding specific partnership concepts to those that have been put forward. The current partnership concepts are:

- A regional capacity building partnership to better understand the application of Ocean Accounting Frameworks in ocean governance processes.
- WIO Alliance for Sustainable Octopus Utilization

- A regional partnership on ICT for Fisheries
- The establishment of a Regional Sustainable Tourism Council
- Regional Marine Pollution Response Centre

A number of other potential partnerships were raised in the strategic framework development process but have not been developed into concept notes. These could be considered during the consultation process:

- A renewable energy partnership with a focus on marine and coastal renewable energy technologies
- A coastal management partnership between the tourism and small-scale fisheries sectors (potentially building on the Quintana Roo Trust model)

5. Next Steps

The development of this strategic framework has been informed by consultation through surveys and follow up interviews with a range of stakeholders. Written inputs were solicited from a wide range of public and private sector stakeholders and incorporated in the finalization process, together with inputs received during the stakeholder consultation workshop hosted on 30 October 2020. This section outlines further steps recommended for this strategic framework along three themes: consultation, partnership development, and implementation and monitoring.

5.1. Development of an Implementation Plan

In order to support the effective implementation of this strategic framework, it is essential that a detailed implementation plan is developed and a framework established for reporting on progress. This is particularly important given the wide remit of this strategic framework. Monitoring and reporting should address both the broader strategic framework and the specific partnerships outlined in the strategic framework. A key priority in the implementation plan should be the establishment of WIO-BEP, as this will be a key platform in driving the implementation of the strategic framework. Key steps, therefore, include the:

- Development of a detailed implementation plan
- Clarification of roles and responsibilities of stakeholders for the implementation of the strategic framework
- Clarification of the modalities of monitoring progress and reporting

Timeframe: January 2021 – May 2021

5.2. Partnership Development

It is recommended that focus groups be assembled to lead the further development of the partnership concept notes included in this strategic framework, to be coordinated in the short term by UNEP under the SAPPHIRE project in close consultation with the Nairobi Convention Secretariat. In the longer term, these focus groups would drive the proposed partnerships through WIO-BEP.

The focus groups will be responsible for developing the initial partnership concepts into full proposals, entailing the:

- Development of key outcomes, project rationale
- Identification of resource requirements
- Assessment of existing capability
- Development of a business case (value, benefits to various stakeholders)
- Identification and evaluation of prospective partners
- Decision on the forms of partnership
- Development of a resource mobilization plan

Timeframe: From January 2021

Annex 1: Concept Note – Ocean Accounts

Proposal

A regional capacity building partnership to better understand the application of Ocean Accounting Frameworks in ocean governance processes.

- Bridging the science – policy interface by bringing together economic, social and environmental ocean science communities and policymakers and government to create ocean governance solutions through ocean accounting.
- Enhancing capacity development in the spatial integration of novel large-volume environmental, economic and social science datasets for evidence-based decision-making processes.

Background

Ocean systems, through ecosystem and abiotic services, supply numerous benefits to societal well-being. In the past, the values of ocean economies have mostly been estimated as the contribution of ocean sectors to GDP within traditional National Accounting structures, leading to estimations that exclude metrics of natural capital assets (and therefore sustainability), inclusivity and social equity and non-market values. The Ocean Accounts Framework (OAF) as developed by the Global Ocean Accounting Partnership (GOAP)³⁵, goes beyond these limitations by integrating physical and monetarized information from across environmental, social and economic domains. It recognizes that ecosystems are assets that provide natural capital flows and that, in the same manner in which national accounts should balance, so should our ecosystem accounts. This implies that, in order to estimate both the impact of oceans on societal well-being and the impact of humans on the ocean, accounts are needed for market and non-market values. Simply put, accounting is influenced by natural capital and the environment is an asset, and the value of this asset should be managed and recognized in appropriate ways.

This conceptual idea of managing the environment as an asset relates to specific policy areas and international governance, for example protected areas and the growth in the importance of spatially protecting crucial areas. OAF also builds a reporting infrastructure for the international political vision countries have signed up to.

With the specific aim of integrating and boosting ocean data through a consistent and standardized manner in accordance with international standards and consistent with the 2030 Agenda for Sustainable Development, the Ocean Accounts Framework contributes to the:

1. Development of integrated indicators that decision-makers can understand for informed decision making that includes sustainability and inclusivity within ocean planning (extends from an ecosystem level to a National Accounts level);
2. Development of inventories that strengthen national statistical systems;
3. Integration of large volumes of novel ocean data and identification of data gaps and needs;
4. Justification of the value of Research, Management and Policy in the ocean space;

³⁵ More information available at: [https://: www.ocean accounts.org](https://www.oceanaccounts.org)

5. Positioning of strategy development in ocean economic development.

There is a broad scope of engagement across a range of stakeholders. Following the global OAF dialogue, the Cape Peninsula University of Technology's Centre of Sustainable Oceans Economy is proposing an African Dialogue on OAF. This could pave the way for further engagement and discussion on the objectives below.

Objectives

- To bring together a Community of Practice
- To facilitate greater awareness around natural capital
- To promote a better understanding of OAF
- To improve proficiency with geo-spatial platforms, large volumes of Earth observation, economic and social science data

Key outcomes

- OAF Capacity building and improved proficiency with spatial, economic and social data
- Opportunities to showcase progress to global commitments
- Mobilization of resources

Project rationale

Investing in the OAF contributes to the better management of natural capital which in return ensures sustainable yield, resulting in the countries' well-being and benefits derived from the ocean space.

Form of partnership (roles and responsibilities)

Because the OAF is a relatively new concept, various forms of partnerships are applicable, such as:

- Investing in information dissemination;
- Public events, training and campaigns, including specific civil society groups e.g. residents' associations
- Open networks and policy discussion;
- Networks and platforms.

It is proposed that a steering committee, coordinated by the Cape Peninsula University of Technology's Centre of Sustainable Oceans Economy, be assembled to assess the most appropriate form this partnership would take.

Resource requirements

The levels of engagements (form of partnerships) listed above mostly requires open micro investments to a level which is set by the specific partnership policy.

Proposed partners

- Science community
- Tech innovators and other private sector stakeholders
- Social science community

- Academics
- Economists
- Policy makers
- Government

Linking to UNEP Nairobi Convention, WIOGEN, GOAP, African NCA Cop, NRF Algoa Bay CoP, Global Compact etc.

Annex 2: Concept Note – WIO Alliance for Sustainable Octopus Utilization

Proposal

The WIO Alliance for Sustainable Octopus Utilization is a proposed partnership that will work closely with SWIOceph and other partners to enhance coordination and facilitate partnerships with the private sector in small-scale octopus fisheries in the WIO region.

WIO Alliance for Sustainable Octopus Utilization

The octopus fisheries in the SWIO region have been recognised as having considerable potential with all countries – except possibly Somalia – having at least small-scale or subsistence fisheries. They are typically carried out by fishers using rudimentary traditional gears, yet in some cases their catches are processed to high standards and exported to international markets.

In recent years the NGO Blue Ventures, working with a range of partners, including two private sector companies, have worked with communities in Madagascar to implement seasonal closures and other local management measures to improve the sustainability and profitability of small-scale octopus fisheries. The success of this model has led to similar projects being implemented in various WIO countries. The Southwest Indian Ocean Octopus Project (SWIOceph), coordinated by the Marine Stewardship Council, has assisted in developing pre-assessment reports for various regions in the WIO (mainland Tanzania, Zanzibar, South Africa, Kenya, Madagascar), and a regional pre-assessment covering the entire WIO region has also been completed. The purpose of pre-assessment is to evaluate the status of the octopus fishery in relation to the MSC standard for sustainable fisheries and to identify strengths and weaknesses of the fishery as related to the MSC Standard. They provide the baseline assessments for those fisheries to develop FIPs in order that they may in the future enter the MSC programme. Despite the large number of octopus fishery projects in the WIO region and the foundation of the pre-assessment reports developed through SWIOceph, there is a low level of coordination between projects and significant potential for greater involvement of the private sector.

Existing initiatives

The Southwest Indian Ocean Octopus Project (SWIOceph)³⁶ is an initiative of the *Marine Stewardship Council (MSC)*, with partners: *Blue Ventures*, *the GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit)* and the *AU-IBAR (African Union)*. *SWIOceph* seeks to assist octopus fishing communities towards more sustainable fishing practices in the southwest Indian Ocean region. The SWIOceph project provides a platform for stakeholder collaboration in assisting communities on a course towards sustainability.

³⁶ More information available at: <https://www.msc.org/what-we-are-doing/pathway-to-sustainability/southwest-indian-ocean-octopus-project>

Blue Ventures is an NGO that aims to develop transformative approaches for catalysing and sustaining locally led marine conservation. They have partnered with a range of government, academic, civil society and local community organizations. They have also worked closely with the private sector, specifically Copefrito and Indian Ocean Trepang, through which they are supporting conservation practices, effective management and marketing of octopus fisheries, as well as supporting the development of community-lead seaweed and sea cucumber farms. <https://blueventures.org/>

Copefrito is the principal seafood collection company in western Madagascar, and private sector partner for Blue Ventures' sustainable fisheries management programme. Blue Ventures is partnering with the Marine Stewardship Council (MSC) to work towards certifying the octopus fishery in the Toliara region of southwest Madagascar as being managed sustainably.

SmartFish has supported the production of an awareness-raising film about our temporary octopus fishery closure model.

WWF has been involved in supporting sustainable small-scale octopus fisheries in Mozambique, working in partnership with Blue Ventures.

Objectives

- Support coordination and information sharing amongst partners involved in supporting small-scale octopus fisheries
- Support enhanced participation of the private sector in such partnerships
- Improve management of small-scale octopus fisheries
- Improve access to markets for small-scale fishers
- Enhanced capacity for management of small-scale fisheries

Key outcomes, project rationale

- Long-term sustainability of the fishery and associated livelihoods

Business case (value, benefits to various stakeholders)

- Coordination efforts enhance the effectiveness of interventions through lesson sharing
- NGOs and other actors working in partnership with small-scale fishing communities gain enhanced exposure and opportunities to secure financing
- Private sector showcases commitment to support fishery livelihoods
- Private sector gain enhanced access to supply of product

Form of partnership (roles and responsibilities)

It is proposed that a steering committee be established, coordinated by MSC, Blue Ventures and other SWIO-Ceph partners, to assess the most appropriate form this partnership would take.

Proposed partners

- National fisheries departments
- AU-IBAR
- MSC

- Blue Ventures
- Local networks of small-scale fishers (eg. MIHARI)
- Fishers associations (eg. Comoros)
- NGOs – eg. DAHARI in Comoros;
- Copefrito + similar companies in other WIO countries
- IOI-SA/FAO training
- Research Institutes
- Marketing companies

Resource requirements/potential funding etc)

- EU
- McArthur Foundation
- FAO

Annex 3: Concept Note – ICT for Fisheries

Proposal

This concept proposes establishing a regional partnership to promote lesson sharing, scaling and replication of ICT for fisheries solutions to improve management and livelihood outcomes for the small-scale fisheries sector.

Background

With the current worldwide trends towards the increasing affordability of mobile devices, rapid development of internet connectivity, and ease of use of web and mobile applications (apps), information and communication technologies (ICTs) are increasingly being used to develop sophisticated systems to address some of the world's more pressing social and ecological challenges. This provides an exciting opportunity to engineer innovative ICTs to assist small-scale fishers and relevant stakeholders in their day-to-day operations.

Existing initiatives

There is growing interest in the role that ICT can play in supporting small-scale fisheries. Certain NGOs within the WIO region, particularly Abalobi (based in South Africa) have developed systems that are already being widely used. More recently the Environmental Justice Foundation has launched a new programme to support ICT for fisheries. Two global conferences on ICT for small-scale fisheries have been hosted (2016 and 2019), which have resulted in the establishment of a Global Small-scale Fisheries ICT Network.

Key outcomes

- Improved adoption of ICT for small-scale fisheries across the WIO region

Business case/project rationale

- Effective co-management and participatory data gathering to inform management decision making
- Improved governance for the small-scale fisheries sector
- Enhanced market access for small-scale fishers

Form of partnership

- It is proposed that a steering committee, coordinated by Abalobi, be established to explore the most appropriate form such a partnership would take.

Proposed partners for the initial phase:

- NGOs and funders engaged in ICT for Fisheries projects: Abalobi, EDF
- National fisheries research institutions and departments: KMFRI, TAFIRI, Seychelles Fishing Authority, etc.
- Small-scale fisheries networks
- Regional members of the Global Small-scale Fisheries ICT Network

Annex 4: Concept Note – Regional Sustainable Tourism Council

Proposal

This concept proposes establishing a Regional Sustainable Tourism Council (RSTC) to promote the development and implementation of a regional brand for marine ecotourism.

Background

Tourism is an important part of the economies of almost all the WIO states, both as a component of GDP and as a source of employment. It is estimated, for example, that tourism accounts for about a quarter of Seychelles' economy, and about two thirds of Mauritius' economy. In the case of the Indian Ocean islands, the bulk of the tourism is linked to marine and coastal ecosystems, although it is also important in the other WIO countries. In Kenya, for example, it has been estimated that 60% of tourists spend at least part of their visit at coastal destinations. Globally, the value of coral reef tourism alone is estimated at about US\$36 billion per year, and it is estimated that by 2030 marine and coastal tourism will contribute 26% to the total blue economy.³⁷

The tourism industry is also noteworthy for the opportunities that it can potentially create for small business across a range of services including accommodation, ecotourism, diving and recreational fishing, etc. Moreover, the value chain of tourism includes many more sectors, agriculture, fisheries, transport etc. and is probably the biggest employer in the formal sector. In addition, ecotourism is a non-extractive industry and can thus generate sustainable income from resource utilization.

Ecotourism is also the only non-extractive user of marine resources, and can thus generate sustainable income from resource utilization. Nevertheless marine and coastal tourism can have negative environmental impacts, including coastal erosion, habitat destruction and fragmentation and an associated reduction in biodiversity, pollution from hotels and other facilities with inadequate waste disposal systems, increased pressure on local resources, protected areas and endangered species. International tourism in particular also contributes to climate change³⁸ which has already had an impact on the region through coral bleaching events, increased frequency of storm events and sea-level rise.

Existing initiatives

The Global Sustainable Tourism Council (GSTC) is an international body which promotes the adoption of universal sustainable tourism principles and practices. They have established criteria and indicators for various components of the tourism industry (e.g. Tour Operators) with themes including sustainability planning; social and economic benefits for the local community; cultural heritage; and environmental impacts (including consumption of resources, reducing pollution, and conserving biodiversity and landscapes).

³⁷ De Vos K., Hart B., Ryan K., et al (2020) "The Ocean Finance Handbook Increasing finance for a healthy ocean" 113pp at 28.

³⁸ Gosling S, (2006) "Towards Sustainable Tourism in the Western Indian Ocean" *Western Indian Ocean Journal of Marine Science*, 5, 1, 55-70.

A number of national bodies in the region are already affiliated with the GSTC including Ecotourism Kenya, Green Tourism Active (South Africa), the Seychelles Sustainable Tourism Foundation and the Tourism Environment Charter (Mauritius). In addition, there are already a number of ecotourism initiatives such as Chumbe Island (Zanzibar) and a community- based ecotourism project in Gazi (Kenya), while hotels in Kenya are involved in the monitoring and protection of turtle breeding sites on the beaches of Diani and Watamu.

Chumbe Island is also affiliated to The Long Run, an organisation comprised of nature-based tourism businesses committed to driving sustainability (www.thelongrun.org). The Long Run is based on the Global Ecosphere Retreats (GER) standard which was granted recognition by the Global Sustainable Tourism Council in 2015. Chumbe Island Coral Park has been certified as GER compliant since 2011.

Objectives

- To enhance protection and conservation of WIO coastal and marine ecosystems by promoting sustainable marine tourism
- To establish a certification system based on agreed criteria/standards³⁹ for a sustainable marine ecotourism brand and which is affordable for the majority of SME enterprises
- To create a conducive political and regulatory environment for non-state and private sector investment and involvement in marine conservation and eco-system protection
- To enhance communication and information exchange between stakeholders in the coastal and marine tourism sector including the private sector and NGOs
- To facilitate the development of partnerships around marine ecotourism involving local communities and organizations interested in promoting ecotourism (e.g. Conservation International Ventures).

Key outcomes

- An established and recognized brand for sustainable tourism activities in the region
- Increased opportunities for small business/local communities across a range of services including accommodation, ecotourism, diving and recreational fishing
- Improved governance, stakeholder involvement and management effectiveness of ecotourism initiatives and MPAs
- Reduction of the environmental impacts caused by tourism-related activities.
- Establishing a framework against which to report progress towards reaching SDG 14 (and other internationally recognised metrics) would be valuable. This would improve understanding within the tourism sector on how to operationalise the SDG's, and also allow the region to effectively measure and benchmark itself against global standards.

Business case/project rationale

³⁹ Linked to those of the GSTC.

- Improved marketing potential for tourism operators in the region through association with a recognized brand;
- Improved marketing potential of MPAs as tourism destinations as a result of improved management effectiveness;
- Improved revenue generation and financial sustainability of MPAs as tourism destinations;
- Reduction of the environmental impacts caused by tourism-related activities.

Form of partnership

The RSTC should ultimately be an independent organization registered as an NPO that represents a diverse membership including UN agencies, NC Contracting Parties, NGOs, travel companies, hotels, tour operators, individuals and communities. It could be hosted by an organization in the region, or operate as a virtual organization.⁴⁰

The initial step, however, would take the form of a partnership between UNEP, the UN World Tourism Organization, African Tourism Board, Regional Tourism Associations and NGOs. These partners would take responsibility for developing the certification system and establishing the RSTC.

Initial financial support would come from donations or sponsorship, although once the NPO has been established, finances could be generated through:

- Membership fees as well as:
- Fees for certification (initial and ongoing)
- Tourism/environment levies
- Payment for ecosystem services (these could be used by individual operators to generate the monies needed for certification and membership fees)

Proposed partners for the initial phase:

- UNEP/NC
- UNWTO
- African Tourism Board
- REC's
- National bodies from the region (Ecotourism Kenya, Green Tourism Active (South Africa), the Seychelles Sustainable Tourism Foundation, the Tourism Environment Charter (Mauritius), the Zanzibar Association of Tourism Investors (ZATI), the RTTZ, and the Hotels Association of Tanzania (HAT).
- Relevant national tourism ministries/agencies
- UN Foundation and other funders.

⁴⁰ Similar to the GSTC.

Annex 5: Concept Note – Regional Marine Pollution Response Centre

Article 12 of the Nairobi Convention (as amended in 2010) requires Parties to co-operate in cases of marine pollution emergencies. In addition, most Parties to the Nairobi Convention – with the exception of Somalia – are Party to the International Convention on Oil Pollution Preparedness, Response and Co-operation, 1990 (OPRC Convention) while three are also Party to the OPRC/HNS Protocol which addresses hazardous and noxious substances. In this context, there have been many activities over the years to improve oil spill preparedness and response in the region. Amongst others, these have resulted in:

- An Agreement on the Regional Contingency Plan for Preparedness for and Response to major Marine Pollution Incidents in the Western Indian Ocean; and
- A draft Regional Contingency Plan for Preparedness for and Response to major Marine Pollution Incidents in the Western Indian Ocean.

The regional contingency plan hinges on the establishment of a Regional Coordination Centre (RCC) for Marine Pollution Preparedness and Response in the Western Indian Ocean. The Centre will act as the Secretariat for the plan and be responsible for its ongoing maintenance. Although there have been ongoing discussions regarding the establishment of such a Centre – including at a regional workshop in March, 2020 - it has yet to materialize.

This concept proposes bringing private sector partners on board as a means of getting – if not a physical Centre as such – at least a suitable coordination mechanism in place.

Existing initiatives

The Global Initiative – an alliance between IMO and IPIECA (the global oil and gas industry association for environmental and social issues) - aims to develop global oil spill preparedness and response capacity. Projects include the Global Initiative for West, Central and Southern Africa (GI WACAF Project), GI SEA and GI China. A similar project for East Africa was considered some five years ago, but IPIECA's interest in the region appears to have waned with the drop in the oil price. Nevertheless, it is possible that a more modest initiative could be possible in the region that would give effect to mutual cooperation around marine pollution incidents in the region.

In this regard it is noted that although the well-established GI programmes - WACAF, OSPRI and SEA (<https://www.ipieca.org/our-work/oil-spill/the-global-initiative/>) - use models of activity-based support (funding or in-kind) rather than direct [core] Secretariat support, industry secondment/financing of personnel into regional Secretariats has occurred, as in the case of REMPEC and REMPEITC-Carib (both primarily through Total).

Objectives

- To enhance preparedness for and mutual cooperation in response to marine pollution emergencies in the region;

- To establish sustainable institutional arrangements for the implementation of the Regional Contingency Plan for Marine Pollution Incidents in the WIO;
- To develop a regional strategy for the prevention of and response to marine pollution incidents;
- To facilitate communications and the exchange of information (e.g. up-to-date contacts, relevant sections of national contingency plans and inventories of available equipment or expertise) amongst countries and other stakeholders in the region.

Key outcomes

- Regional coordination mechanism in place
- Regional framework for exchange of relevant information
- Improved national and regional capacity
- Sustainable financing mechanism agreed

Business case (value, benefits to various stakeholders)

- Enhanced efficiency of response to incidents resulting in a reduction in damage to the environment and therefore costs of clean-up and rehabilitation;
- Resources and expertise shared across the region.

Form of partnership

It is proposed that a Memorandum of Understanding be signed establishing:

- A Regional Marine Pollution Response Centre; and
- A Trust Fund for the Protection of the WIO from Pollution.

Initially – in light of current oil prices and impacts of COVID-19 on shipping – the Centre should comprise a single individual to act as the Secretariat/Coordinator. This individual could be hosted by one of the Parties to the Nairobi Convention or UNEP or the regional IMO office and would be accountable to a “Management Committee” comprising representatives (specific Focal Points) of the Parties to the Nairobi Convention and other signatories of the MoU including industry representatives. The Work Programme of the Centre would be subject to approval by this committee and endorsement by the COP of the Nairobi Convention.

The core operating expenses and activities of the Centre would be covered by the Trust Fund, which would receive funding in the form of voluntary multilateral or individual contributions from governments of the WIO Region, from the private sector⁴¹, international organizations and non-governmental organizations. It would be administered by the host country or UNEP or IMO in terms of the MoU with annual reports to be submitted to the Management Committee.

Potential partners

- IMO (regional office)

⁴¹ It is noted that the private sector seldom fund core costs but may be willing to provide in-kind contributions in the form of secondments. These could be channelled through one of the Contracting Parties or the IMO (eg. as part of the Junior Officer Programme).

- UNEP/NC Secretariat
- Relevant national ministries/agencies
- IOC
- PMAESA
- IPIECA
- Other Oil & Gas industry representatives (African Petroleum Producers' Organization (APPO), Tullow Oil/Discover Exploration, Total, Vivo Energy Kenya, Petromoc (Petróleos de Moçambique), Africa Oil Corporation, Sasol, BP, Shell, Gala Oil & Gas, Madagascar Oil, Seychelles National Oil Company, Tanzania Petroleum Development Corporation, South African Oil & Gas Alliance, SA Petroleum Industry Association, PetroSA)⁴²
- Shipping industry.

⁴² NOTE: In the Mediterranean industry is represented by MOIG which is a Voluntary, Non-Profit Organization of Petroleum Enterprises created to promote continual improvements of oil spill response capabilities in the Mediterranean region.