



# The Global Forum on Oceans, Coasts, and Islands

Reports from the Third Global Conference on Oceans, Coasts, and Islands

January 23-28, 2006, UNESCO, Paris

## CAPACITY DEVELOPMENT FOR OCEAN AND COASTAL MANAGEMENT: MOBILIZING TO ADDRESS NEEDS

**Summary prepared by Indumathie Hewawasam, The World Bank; Mary Power, South Pacific Applied Geoscience Commission; and Margarita Astralaga, Ramsar Convention Secretariat**

*Capacity development for ocean and coastal management was one of the twelve major topics addressed at the Third Global Conference. Enhancing capacity development in ocean and coastal management is a major concern and priority of developing countries, small island developing states (SIDS), and countries with economies in transition. This issue has been a priority theme for discussion at the two previous Global Conferences, and has been a major concern of the Global Forum on Oceans, Coasts, and Islands. The following is intended to provide a summary of the formal and informal discussions that took place at the Third Global Conference on Oceans, Coasts, and Islands dealing with issues in moving forward with capacity development.*

*The panel was chaired by Indumathie Hewawasam, World Bank and Ralph Cantral, National Ocean Service, U.S. National Oceanic and Atmospheric Administration and included the following panelists: Margarita Astralaga, Ramsar Convention Secretariat; Awni Behnam, International Ocean Institute; Chua Thia-Eng, Partnerships for Environmental Management in the Seas of East Asia (PEMSEA); Ehrlich Desa, UNESCO; Anamarija Frankic, University of Massachusetts Boston, and Ministry of Culture, Croatia; James Hardcastle, Nature Seychelles; Robin Mahon, Caribbean Large Marine Ecosystem Programme; Franklin McDonald, UNEP Caribbean Programme; Ali Mohamed, New Partnership for Africa's*

*Development (NEPAD); Marina N'Deye, Cape Verde; and Mary Power, South Pacific Applied Geoscience Commission (SOPAC).*

### **Background**

In 2005, the Global Forum carried out a number of analyses related to ocean and coastal management in SIDS countries, including four analyses focused on assessing progress achieved in ocean and coastal management in the major small island developing States (SIDS) regions since 1994 (see reports at <http://www.globaloceans.org/sids/index.html>) and rapid assessments on the specific steps that can be taken to rapidly implement the Mauritius Strategy in four SIDS regions, including specific steps that need to be taken to enhance capacity development in each region (see reports at <http://www.globaloceans.org/capacity/index.html>). The SIDS experts who prepared the rapid assessments with the support of various governmental and nongovernmental partners, were part of the conference panel on capacity building.

Four rapid assessments (Pacific region, Caribbean region, Indian Ocean region and Atlantic SIDS region) were conducted on the specific steps that can be taken to rapidly implement the Mauritius Strategy in four SIDS regions, including specific steps that need to be taken to enhance capacity development in each region (prepared by local SIDS consultants with the support of various governmental and

nongovernmental partners, and especially the Global Environment Facility). The assessments are available in the report distributed at the Third Global Conference *Capacity Building Assessments in Small Island Developing States in the Pacific, Caribbean, Indian Ocean, the Atlantic, and the Community of Portuguese-Speaking Countries* (available at <http://www.globaloceans.org/>).

Four analyses were also conducted focusing on assessment of progress achieved in ocean and coastal management in the major SIDS regions since 1994:

*Island Bellwether: Climate Change and Energy Policy Strategy for Small Island Developing States Toward Mauritius 2005 Paper Series No. 2005-2*

*Small Islands, Large Ocean States: A Review of Ocean and Coastal Management in Small Island Developing States since the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States (SIDS) Toward Mauritius 2005 Paper Series No. 2005-1*

*Global Multilateral Environmental Agreements and Small Island Developing States Toward Mauritius 2005 Paper Series No. 2004-2*

*Voluntary Partnership Initiatives from the 2002 World Summit on Sustainable Development and Small Island Developing States Toward Mauritius 2005 Paper Series No. 2003-1*

## Capacity Building Discussions at the Global Conference

The session on capacity building was structured in the form of a panel with one overview presentation and all panelists serving as resource persons during the ensuing discussion. The discussion points generated during this panel session were captured and further addressed in the subsequent dialogue session.

The session aimed to identify specific capacity development needs for further advancing capacity in ocean and coastal management in developing countries, SIDS, and countries with economies in transition. The session was expected to produce specific steps to advance capacity building in these regions in the next year, and a specific plan for mobilization of resources to get these accomplished.

### Panel Session

The overview, presented by Indumathie Hewawasam of The World Bank, chair of the Global Forum's Working Group on Capacity Building, which met in a pre-conference meeting on January 23, 2006, reported on the outcome of that meeting and addressed implementation issues in capacity building, emphasizing the need to

define specific first steps to improve implementation of capacity building initiatives. The overview emphasized the following points for discussion:

- There is progress in various aspects of capacity building in terms of human and institutional capacity at the global level; number of active partnerships; public awareness on the role of the ocean; scientific knowledge and application; stakeholder participation in decision-making; and political will for marine governance. However, progress in these areas could not catch up with the increasing capacity required to meet the goals of sustainability, which remains a moving target, as evidenced by:
  - Accelerating degradation from population pressures;
  - Increase in the complexity of issues;
  - Decreasing levels of funds relative to the number/complexity of issues;
  - Lack of appreciation of the long-haul, multi-layered, multi-institutional aspects of capacity development;
  - Difficulty in accepting the reality of "one shoe does not fit all" particularly among regions, such as the SIDS regions.
- The moving target of sustainability can be achieved by stimulating ocean-related capacity-development through promotion of partnerships and mobilization of resources, through the Global Conference and similar 'Davos of the Oceans' meetings.
- The following set of principles could guide the implementation of capacity building:
  - Improve ability to identify issues (self-driven capacity-development) ;
  - Focus on a structured, nation-specific, approach to capacity development;
  - Improve management skills among people, processes, and institutes;
  - Nurture ocean champions and create a critical mass supportive of sustainability.
- Based on the above principles, some possible first steps of implementation may include:
  - Supporting leadership training at four levels: program directors, practitioners, decision-makers, and civil society;
  - Supporting national science and policy leaders to focus on local priorities;
  - Promoting technical skills to prepare and package the demand for sponsors;
  - Supporting advocacy to raise the profile of oceans locally, nationally and regionally;
  - Mobilizing funds for institutions and processes.

## Discussion

The following salient points were raised in response to the overview presented:

- There is a need to develop strategies to retain trained manpower that imparts a sense of ownership by supporting students to study in local academic institutions.
- Individual skills should be built in the context of organizational and societal requirements.
- There should be a balance of focus to make sure that the elements of capacity development as well as its broad goals are met through multi-level, needs-based strategy.
- Current capacity seems to be operating at optimum level although there is a lag between skills required and training programs.
- There is a need to focus on developing leadership at the decision-maker level since they make the major difference, through training programs that are adapted to site-specific language and issues.
- A critical mass in support of various issues is essential to help local civil society engage in the management process.
- The strategy proposed, being an issue-based process, needs specific details in order to make it happen: what, when, who, and where. For example, leadership training for SIDS decision makers; university-based academic programs in marine policy; training on oceans issues for the media; replication of successful capacity development programs such as the U.S. National Sea Grant College Program; and working with partners who have funding.
- Always assess local needs before starting a capacity development program aimed at developing local entrepreneurs.
- A regional approach to capacity development should be encouraged in small developing countries that do not have a critical mass of trained human resources.
- South-South cooperation in capacity development should be encouraged.
- Lessons learned from successful partnerships should be documented, including ways by which local needs in capacity building are met and the major skills required.
- There is a need to harmonize the capacity development initiatives of all major players working in major agencies.
- There is a need for synergy among various efforts that address cross-cutting issues in post-conflict situations, e.g., the tsunami disaster in Asia.

### ***Dialogue Session on Next Steps***

The dialogue session, which followed the panel session in the afternoon of January 26, focused more broadly on how to go about implementing existing activities and projects in capacity development in more efficient and effective ways.

At issue was not just the start up of capacity development initiatives but also capacity mobilization,

which is the optimization of the use of existing capacity and creating the environment and incentives to ensure capacity retention, through various means, such as promotion of indigenous regional capacity, development of community associations, and enlisting the involvement of governments as well as the private sector.

It is critical that needs assessments and capacity stocktaking be carried out in order to have targeted efforts that use appropriate approaches. A capacity development framework answers the practical questions:

- What is the training about?
- Who are to be trained and for what?
- Where and how often should the training be conducted?
- How much funding is needed to support the training program?
- What are the funding sources?
- How to make it happen?

There is a need to bring capacity development down to the grass roots, to the community level and find ways to empower local communities to engage in the dialogue (with government and the private sector) and to establish mechanisms for their participation. Existing programmes need to be reviewed to ensure that communities are empowered to find their own solutions to problems.

Transparency and accountability are significant issues in terms of community empowerment and participation as well as equity in resource allocation and benefit sharing. There is a need to make government processes more transparent in relation to resource access arrangements and contracts with third parties, particularly in the oil and gas industry and in fisheries.

There is a need to improve the way by which the message about the oceans is communicated across to various audiences, particularly in translating science and policy into a language that communities can understand and in reaching the younger generations in order to create an informed public. Developing environmental curricula in national languages and school kits on ocean/coastal governance issues are some examples.

In many cases there may be merit in taking the regional approach to addressing skills shortages as it may not be feasible for each SIDS country to support the required skills base in government and ocean governance.

### **Specific Steps for the Global Forum for the Next Year**

Discussions have been initiated regarding the development of a capacity development program for senior executives of SIDS countries with a focus on

---

ocean governance and strategy/policy development. Another approach that is also being pursued is the improvement of South-South partnerships in developing capacity in ocean and coastal management education especially through strengthening of the ocean and coastal management curriculum of the SIDS University Consortium.

For the next Global Conference, it would be opportune to organize a “Young Professionals” forum in order to bring in a group of early career professionals from the various regions to take part in the Summit and also to establish their own peer network. This is considered important since the next generation of oceans entrepreneurs need to be engaged to actively participate in dealing with the oceans agenda.

Both initiatives can help in setting up a professional cadre of “movers and shakers” in ocean issues, through the development of new academic and other capacity development programmes in participating universities and organizations such as the Pew Fellows on Ocean and Marine Affairs, the UN Goodwill Ambassadors, “OPEC” (the Ocean Policy Entrepreneurs Club), and the capacity development programme of UNCTAD.

Developing a media training program for journalists in SIDS regions to sensitize them to ocean issues; developing educational materials on tsunamis and other natural hazards; supporting IOI courses on oceans issues; and promoting the use of the Ocean Portal ([www.oceanportal.org](http://www.oceanportal.org)) are also among the specific recommendations put forward for the Global Forum.

***Pre-conference Meeting of the Task Force on Capacity Development: 23 January 2006***

**Chair:** Indumathie Hewawasam, World Bank

**Participants:**

Akinlabi Awobamise, Federal Ministry of Environment, Nigeria  
Miriam Balmos, Global Forum on Oceans, Coasts and Islands  
Awni Behnam, International Ocean Institute  
Victor Manuel Borges, Ministry of Fisheries, Mozambique

Chua Thia-Eng, Chua Thia-Eng, Partnerships for Environmental Management in the Seas of East Asia (PEMSEA)  
Nguyen Chu Hoi, Vietnam Institute of Fisheries Economic and Planning, Ministry of Fisheries, Vietnam  
Bruno Correard, Carrefour Group, France  
Carlos Costa, Embassy of Mozambique in France  
Jordi Galofre, Coastal Directorate, Ministry of Environment, Spain  
Domingos Z. Goue, Fisheries Research Institute, Mozambique  
James Hardcastle, Nature Seychelles  
Robin Mahon, Caribbean Large Marine Ecosystem Programme  
Bernice McLean, South Africa  
Shavhani Mukwevho, Ministry of Environmental Affairs and Tourism, South Africa  
Mary Power, South Pacific Applied Geoscience Commission (SOPAC)  
Judith Priam, Universite de Versailles St. Quentin, France  
LaVerne Walker, Coastal Zone Management Unit, St. Lucia  
Nguyen Viet Thang

***Dialogue Session: Next Steps in Capacity Development: 26 January, 2006***

**Co-Chairs:**

Margarita Astralaga, Ramsar Convention  
Mary Power, SOPAC

**Participants:**

Miriam Balmos, Global Forum on Oceans, Coasts, and Islands  
Rhoda Ballinger, Cardiff University  
Chua Thia-Eng, PEMSEA  
Ehrlich Desa, UNESCO  
Salif Diop, UNEP  
Anamarija Frankic, University of Massachusetts Boston, and Ministry of Culture, Croatia  
Robin Mahon, Caribbean Large Marine Ecosystem Programme  
Franklin McDonald, UNEP Caribbean Programme  
Cesar Toro, IOC Sub-Commission for the Caribbean and Adjacent Regions  
Timothy Stojanovic, Cardiff University  
Marina N’Deye, Cape Verde