Report on ICES/NOAA MPA CENTER Training Course: LME Governance Toolkit

5-6 September 2018, Dakar, Senegal

National Oceanic Atmospheric Administration (NOAA)
National Marine Protected Areas Center
1305 East West Highway
Silver Spring, MD 20910-3281
USA
Telephone (+1) 301.713.7265
Telefax: (+1) 301.713.3110
https://marineprotectedareas.noaa.gov/
mpainfo@noaa.gov

International Council for the Exploration of the Sea

H. C. Andersens
Boulevard 44–46 DK-
1553 Copenhagen V
Denmark
Telephone (+45) 33 38 67 00
Telefax (+45)
33 93 42 15
www.ices.dk
info@ices.dk

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Contents

Summary

NOAA's International MPA Capacity Building Team (IMPACT), with support from the NOAA Large Marine Ecosystem (LME) Program, developed a 2-day training session to support implementation of the LME Governance Toolkit, the first of which was delivered September 5 &6, 2018 in Dakar, Senegal after the LME Regional Meeting. The in-person training built on the online training module which opened up to participants in August 2018 on the LME Learn Site as a means to prepare participants for the in-person learning activities. The audience consisted of LME and related practitioners in marine/coastal projects.

1   Background

This Global Environment Facility's (GEF) LME:LEARN Ocean Governance online course provides an introduction into governance concepts relevant for practitioners working within Large Marine Ecosystems (LMEs) and their coasts. This course aims to provide project leads, partners, and others with practical approaches, lessons on governance and illustrative case studies. It also serves to promote an integrated, collaborative approach to ocean and coastal management, thus building upon the GEF's progress towards achieving the ten targets of Sustainable Development Goal 14 (Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development).

This course is part of a broader project on *Strengthening Global Governance of Large Marine Ecosystems and Their Coasts through Enhanced Sharing and Applica>on of LME/ICM/MPA/MSP Knowledge and Information Tools*, or GEF LME:LEARN. The project aims to improve global ecosystem-based governance of Large Marine Ecosystems and their coasts by generating knowledge, building capacity, harnessing public and private partners and supporting collaborative learning. This project is funded by the GEF, implemented by the United Nations Development Programme (UNDP), and executed by the Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO).

Over the past two and a half decades, international leaders have held world summits focused on improving the degraded conditions of the global environment alleviating poverty and fostering a sustainable future. These summits have led to political commitments and action. In 2015, the United Nations developed the 2030 Agenda for Sustainable Development, including seventeen Sustainable Development Goals (SDGs), each with specific, measurable targets.

GEF is contributing to achieving the ten targets of SDG 14 through the Large Marine Ecosystems (LME) approach. LMEs are areas of coastal oceans delineated based on ecological criteria – bathymetry, hydrography, productivity, and trophic interactions. Generally, LMEs cover large areas on the order of 200,000 km2 or greater and encompass the coastal ocean domains of two or more countries. Thus, international cooperation is essential for countries working to implement ecosystem-based assessment and management of coastal and marine resources in LMEs.

The LME Approach was developed in the 1980s by Dr. Kenneth Sherman of NOAA and Dr. Lewis Alexander of the University of Rhode Island. This approach was advanced through a series of symposia with the American Association for the Advancement of Science resulting in the publication of foundational publications. The LME approach centers on a five-module assessment framework of both natural and social science suites of indicators for monitoring changing conditions. In 1995, GEF adopted the LME approach for planning and implementing the coastal and marine projects of its International Waters focal area. Since then, the LME Approach has served as an avenue for countries to cooperate and address transboundary marine resource management issues. As a regional framework and science- informed process, it can be an engine for achieving the 2030 Agenda for Sustainable Development, especially Sustainable Development Goal 14.

2   Context

The Large Marine Ecosystem (LME) approach has facilitated the implementation of ecosystem-based management of marine resources in several world regions. Each LME has unique environmental characteristics and complex governance structures defined by legal instruments, transboundary issues, socio-economic interests, management goals and objectives, and national-level inter-institutional collaboration, among other variables. Long-term effective governance for LMEs is a process that requires integration of national and regional interests, jurisdictions and institutional mandates.

The LME governance training framework consists of three elements, each building on the next: **prework, online training and regional in-person training** in conjunction with LME:LEARN Regional Network meetings and other LME:LEARN toolkit trainings. The framework is intended to be an introductory LME governance assessment, incorporating LME practitioner perspective and experiences. The framework offers a participatory stepwise process and tools to identify priorities and apply best effective governance processes to LME programs.

This report covers the first regional in-person training.

2.1   Objectives

Participants will understand key concepts of ocean governance in the context of LMEs (including transboundary issues), and the connectivity of LME governance to the other LME toolkits. Participants will be prepared to further develop and apply that knowledge in the implementation of LME projects.

3   Course Programme, Product, Deliverance and Instructors

3.1   Programme

This course was taught in two parts: (1) 3-module online course to review the components of the LME Governance Toolkit and (2) a 2-day in person course.

Programme PART I (offered through IWLEARN in August 2018)
Module 1: Good Governance of Large Marine Ecosystems

Introduction

This module familiarizes participants with key components of good governance. As an introduction, the module reviews governance arrangements and processes that reflect internationally accepted norms, principles, and values. Key elements include defining and evaluating the principles of good governance, reviewing the large marine ecosystem (LME) governance framework, and discussing value and ethics that support good governance. Module 1 reviews developing goals and SMART objectives using LME goals and objectives as a reference. The module examines the role and process of stakeholder engagement.

Goal

Provide information on the most important aspects to ensure good governance to support the successful implementation of large marine ecosystem projects, and provide information to help planning teams complete a self-assessment of good governance.

Learning Objectives:

By the end of this module, participants will be introduced to:
- *Key principles of good governance*
- *How to develop goals and SMART objectives*
- *The importance the role of value and ethics in supporting good governance*
- *The role and process of stakeholder engagement*
- *Apply learning to LME governance*

Compulsory Reading

LME Governance Toolkit - Good Governance section

[A Handbook on Governance and Socio-economics of Large Marine Ecosystems, University of Rhode Island](#)

- From Planning to Implementation: A Steps in the Governance Process (pp. 12-30)

- A Primer on the Challenges and Dimensions of LME Governance (pp. 31-60)

[IUCN Governance of Protected Areas - From Understanding to Action (Best Practice Guidelines No. 20)](#), pp 59-60.

Recommended Reading
- [GEF Transboundary Water Assessment Programme - Assessing governance performance in transboundary water systems](#) (pp. vi-xi)
- [Global Marine Governance](#) (UN Chronicle)
- [FAO Code of Conduct for Responsible Fisheries](#)
- [Governance Profiles and the Management of the Uses of Large Marine Ecosystems](#) (Juda, L. and T. Hennessey, 2001).
- [Governance Characteristics of Large Marine Ecosystems](#)
- [Governance: Assessment of governance arrangements for transboundary large marine ecosystems (Chapter 4)](#)

Recommended Websites:
- [Marine Governance Case Study in Valuing Nature](#)
- [Strengthening Caribbean Fisherfolk to Participate in Governance project](#)
- [Review of SMART Objectives](#) (from A Guide to Evaluating Marine Spatial Plans, UNESCO/IOC)
- [Massive Online Open Course on Large Marine Ecosystem: Assessment and Management](#) (Week 3 covers LME Governance)
- [Case Study: Public participation to strengthen and legitimize planning processes in the Great Barrier Reef](#) (Blue Solutions)
- [IUCN "Governance, equity and rights](#)

Recommended Videos:
[Facilitating Collaborative Public Decisions](#): this University of Michigan video-based training tool is based on the real-world example of establishing California's Marine Protected Area Network, and enables you to explore strategies for facilitating the different stages of collaborative decision making

[Good Governance](#) (UNIDO)

Forum Question:

Using the principles in Table 2.1.2 (LME Toolkit p. 4), consider a recent issue that was addressed in your region or LME and score how well each principle was applied. List which the highest three and lowest three scoring principles, and describe the conditions which led to these results.

<u>Set of questions:</u>
Choose one of the lowest scoring principles and describe some solutions that could increase the score of this principle?
How could you help increase the application of this principle?

Module 2: Legal and Policy Frameworks (international and regional scales)

Introduction
This module provides basic information about relevant global- and regional-scale policy and legal frameworks as well as institutional structures relevant to the governance of large marine ecosystems (LMEs). The module will include the Law of the Sea Convention (LOSC), regional ocean governance mechanisms, international conventions, and other current multilateral instruments. The module also explores other assessment and planning tools, such as the Transboundary Diagnostic Analysis/Strategic Action Programme methodology, Integrated Coastal Zone Management (ICZM), Marine Spatial Planning (MSP) and marine protected areas.

Goal
Provide information on relevant global and regional legal and institutional arrangements for ocean/marine governance to facilitate the implementation of large marine ecosystem projects, and to inform planning for bi- or multinational cooperation on marine resource conservation and coastal and ocean planning.

Learning Objectives:
By the end of this module, participants will be introduced to:
- *the transboundary characteristics of global and/or regional ocean issues*
- *international legal and institutional frameworks relevant to ocean governance on a global and/or regional scale (relevant to LME governance), including the role of soft law*
- *the role of national and international agencies in implementing these global and regional instruments*
- *the GEF Transboundary Diagnostic Analysis/Strategic Action Programme methodology*
- *ICZM and Marine Spatial Planning as tools to address the balanced use of coastal spaces, marine ecosystems and resources*

Compulsory Reading

LME Governance Toolkit - legal and policy frameworks section

Large Marine Ecosystems and Sustainable Development (UNDP, 2017) pp 1-35 (overview of Transboundary Diagnostic Analysis, Strategic Action Programme and LME governance)

International marine environmental governance: A review. Grip, K (2017). Ambio 2017, 46:413– 427.

Recommended Reading

Regional Fisheries Bodies, and Large Marine Ecosystems mechanism work better together UNEP 2016. Regional Ocean Governance. Making Regional Seas Programs (pp vi-xvi, 1--11, and 110-114)

Protocol on Integrated Coastal Zone Management in the Mediterranean (pp. 8-29)

Stress, Sustainability, and Development of Large Marine Ecosystems During Climate Change: Policy and Implementation, Chapter 7, Marine Spatial Applications for LME Management in North America by Sandra Whitehouse (p. 83-94).

Governance for protected areas: from understanding to action (p.75-108)

Recommended Websites:
The Large Marine Ecosystems Hub (beta version):

European Union Ocean Governance Website

The Transboundary Diagnostic Analysis and Strategic Action Programme Manual

Recommended Videos:

Lecture from the Ocean MOOC (massive online open course) on Marine Spatial Planning

Forum question:
Think about and list the policy and legal frameworks that are relevant to your LME or region. What challenges do they aim to address? How, if at all, are these governance mechanisms complementary?

Set of questions:
What are some current challenges in your region's LME management?

What governance mechanisms are in place to resolve these challenges? Are these mechanisms at the local, national or regional scale?

What elements of local mechanisms are most relevant at the LME scale?

What are some of the most relevant policy and legal frameworks for LME? Make a list.

Are these governance mechanisms well designed to address resource management questions, or is there a mismatch?

Module 3: Effective Governance of Large Marine Ecosystems

Introduction

This module familiarizes participants with essential elements of effective ocean governance. It builds on previous modules to discuss ways in which governance principles and legal frameworks can be effectively implemented. Key elements include communication across disciplines and agencies; identifying the scientific basis for LME management; sustainable financing; and assessment and improvement of governance measures.

Goal

Provide information on the key components of effective ocean governance to to support the successful implementation of large marine ecosystem projects, and provide information to help planning teams complete a self-assessment of effective governance.

Learning Objectives :

By the end of this module, participants will be introduced to:
- *the difference between good governance and effective governance*
- *key elements of effective governance*
- *the importance of and tools for effective communication as a component of effective governance*
- *Importance of science as foundation for LME governance, and ways to assess science needs*
- *options for sustainable financing of ocean management*
- *ways to assess governance measures*

Compulsory Reading

LME Governance Toolkit - Effective governance section

[Top 10 tips for engaging and communicating with policy makers (British Ecological Society)](#)

[These 3 barriers make it hard for policy-makers to use the evidence that](#)

development researchers produce, Washington Post, August 13, 2017

Recommended Reading

Sustainable financing of protected areas : a global review of challenges and options
(IUCN, 2008), pages 15-24

Governance for protected areas: from understanding to action (p. 63-69; 109-110)

Recommended Websites:

Case Study: Sustainable governance of marine and coastal resources and territories in
Mauritania (Blue Solutions)

Case Study: Participatory fisheries monitoring in Costa Rica, Colombia and Panama (Blue
Solutions)

Ecosystem approach to fisheries toolbox (FAO) - see planning and tool selection section.

Recommended Videos:

Governance of Marine Ecosystem-Based Management: A Comparative Analysis, Seminar
at Woodrow Wilson Center, July 2008.

Forum Question:
What do you perceive as the main challenges to effective governance in your region or LME?
Are there underlying causes to these challenges that must be addressed first? Try thinking
about key resource management problems in your area, and the gaps or failures of
governance that are allowing them to continue. Following are some guiding questions to start
a stimulating and respectful exchange of opinions.

Set of questions:
If you had to pick one major challenge to effective governance in your region or LME,
what would it be?
What are the impacts of this challenge on governance?
What are some potential solutions to address this
challenge?
Is there a role that you can play in addressing this challenge?
Who else needs to be engaged as partners to address and find solutions to this challenge?

Programme PART II (offered in Dakar, Senegal Sept 5 &6, 2018)

<u>**DAY 1**</u>

TIME	ACTIVITY	MATERIALS
8:30 – 9:00	<u>**REGISTRATION**</u>	
9:00 – 9:30	<u>**WELCOME:**</u> **Opening remarks**	
9:30 – 10:00	<u>**OVERVIEW AND INTRODUCTIONS**</u> ● Overview of training ● Introductions/Icebreaker ● Structure of training ● Participant expectations ● House rules	
10:00 – 10:30	<u>**PRESENTATION AND DISCUSSION:**</u> **Definitions, principles and outcomes** ● Defining good governance, effective governance and governance vs. management ● Principles of good governance: equity, transparency, etc. ● Elements of effective governance: science, financing, communication and stakeholder engagement ● Outcomes of good governance: share best practices case studies of governance ● Links to online training outcomes <u>Objective:</u> Define good governance, discuss the elements of effective governance, and review links between online and in person training.	Regional case studies: Benguela Current LME Project and the Agulhas and Somali Coastal Current LMEs Project

	● Outcomes of good governance: share best practices case studies of governance ● Links to online training outcomes Objective: Define good governance, discuss the elements of effective governance, and review links between online and in person training.	
10:30 – 11:00	**COFFEE BREAK**	
11:00 – 12:00	**EXERCISE/DISCUSSION: Principles of good governance** Objective: to share lessons learned on highest scoring principles so others may glean insights into how to increase scores on their lower scoring principles.	Worksheet 1: Principles of Good Governance Discussion Questions
12:00 – 1:30	**LUNCH**	
1:30 – 1:40	**ENERGIZER: Group knot**	
1:40 – 2:00	**PRESENTATION: Integrated science – governance connection** ● Best practices in addressing ecosystem function in management ● Aligning geographic boundaries with ecosystem-based management ● Ecosystem services ● Understanding ecosystem-based management as the scientific foundation of ocean governance Objective: Understand critical science foundations to LME governance.	Regional case studies
2:00 – 3:00	**EXERCISE/DISCUSSION: Strengthening governance through science integration** Participants focus on one LME issue, consider science necessary for that issue and complete Science Integration worksheet with groups. Objective: To better understand the need for alignment of LME governance and ecosystem	Maps of LMEs Handout 1: Identification of Data Gaps Worksheet 2: Science Integration Handout 2: These 3 barriers make it hard for policy-makers to use the evidence

3:00 – 3:30	**PRESENTATION AND EXERCISE: Policy and legal frameworks** Overview of key ocean governance policy and legal frameworks, and exercise to analyze participants' LME policy and legal frameworks. Objective: Understand connections of LME governance to key policy and legal frameworks.	Handout 3: LME Toolkit, Figure 2.1
3:30 – 4:00	**COFFEE BREAK**	
4:00 – 5:15	**EXERCISE: International, regional and national laws** ● Identify LME-relevant regional and national laws your government or agency is signatory to and/or anticipate in the future ● Are there key gaps in ocean governance tools in your region? ● What governance mechanisms are currently or are needed to fill gaps? ● What are the most relevant international, regional and national institutions? Which stakeholders are most affected? Objective: Determine gaps in governance context between LME and other governance scales.	
5:15 - 5:30	**WRAP UP AND OVERVIEW OF DAY 2**	

DAY 2

TIME	ACTIVITY	MATERIALS
9:00 - 9:15	**WELCOME BACK!** ● Recap of day 1 ● Overview of day 2	
9:15 - 9:45	**PRESENTATION:** Effective governance	
9:45 - 10:15	**PANEL DISCUSSION:** Effective governance ● Successes ● Challenges ● Barriers Objective: Understand regional best practices of effective governance and consider applications.	
10:15 - 10:30	**PRESENTATION & DISCUSSION: Identifying and working with stakeholders at the LME scale; examples of lessons learned** Objective: Examine best lessons learned of connecting stakeholders to LME governance processes.	Regional case studies
11:00 - 11:10	**ENERGIZER**	
11:10 - 12:00	**EXERCISE: Identifying and working with stakeholders at the LME scale for effective governance** ● Who are the relevant stakeholders at LME scale, refer back to the legal exercise day 1 at 4:00 ● Decide where they belong on the Influence/Interest Matrix ● Share in discussion Objective: Apply best lessons learned of connecting stakeholders to LME governance processes.	Worksheet 3: Stakeholder Engagement Analysis Handout 4A: Stakeholder Engagement Matrix Handout 4B: Stakeholder Communication Handout 4C: Characteristics for Engaging

Time	Content	Materials
1:30 - 2:15	**EXERCISE: Effective governance - enforcement** ● Identify agencies and groups involved in enforcement, and outline the current level of collaboration and brainstorm ways to increase ● Brainstorm a list of issues as a whole; then put each issue on a flip chart and small groups form to brainstorm the current status and solutions to each issue ● Gallery walk each group shares ideas on each others' flip charts Objective: Share lessons learned of effective enforcement.	Handout 5: 10 Principles of Effective MPA Enforcement Handout 6: MOU Examples Handout 7: COEF Manual Summary
2:15 - 2:30	**CASE STUDY #1: Scaling up and down using strong localized governance mechanisms to regional context**	
2:30 - 2:45	**CASE STUDY #2: Connectivity between coastal ecosystems**	
2:45 - 3:15	**DISCUSSION: Connecting and scaling up local - regional contexts for effective governance** ● How to connect local and provincial and community-based work to the international LME realm ● Applying local successes at larger scales Objective: Understand how to apply most effective examples shared regionally to LMEs.	Regional Case Studies: Benguela Current LME Project and the Agulhas and Somali Coastal Current LMEs Project Blue Solutions Case Studies Review
3:15 - 3:30	**PRESENTATION & DISCUSSION: Effective governance - financing** ● Focus on guiding considerations: 　○ Who can legally accept funds for the project? 　○ What mechanisms and tools are needed to access the funds through partnerships (MOUs)? 　○ How can participants cooperate to develop LME budget proposals? Objective: Learn considerations for financing and	Handout 8: Resources on Sustainable Finance for LMEs Handout 9: Considerations for Sustainable Financing of LME Projects

4:30 - 5:15	**EXERCISE: Strengthening governance moving forward** ● Looking forward: What is your role in promoting effective LME governance? ● How can LME:LEARN and regional networks support ongoing capacity development for governance? ● What are outstanding needs for governance in your LME? Objective: Integrating elements of effective governance: stakeholders, science, ethics and partnerships.	Worksheet 5: Communicating with Policy Makers
5:15 - 5:30	**WRAP UP: Staying connected and next steps** ● How will you apply and advance best practices and frameworks for effective LME governance? ● How can you use the networks developed through the LME to support these actions? ● Who do you want to connect with to move forward and when will you do this? Objective: Create concise statement of measurable actions for more effective governance of LMEs moving forward.	

Course products

The on-line course materials are available at

http://campus.cap-net.org/en/course/ogiwl28-gef-lmelearn-ocean-governance/

The presentations and materials given at the in-person course are available through ICES.

Deliverables

The on-line course consisted of readings, forum questions and quizzes.

The in-person course was given as a mixture of presentations of concepts and case studies, discussions, and exercises.

Course instructors

Mary Sue Brancato, MPA Center International MPA Capacity Building Team

Mary Sue Brancato has overseen programs in MPA Capacity Building in Latin America, Philippines, Kiribati and Western Indian Ocean. She is a marine biologist with a strong background in using science to support governance. In addition, she has been a lead trainer and curriculum developer over the past 10 years.

Gabrielle Johnson, MPA Center International MPA Capacity Building Team

Gabrielle Johnson oversees capacity building programs in the Coral Triangle and Pacific Islands, as well as, provides Program Management support to NOAA's partnership with USAID in the Coral Triangle Region. She brings expertise in learning tool, curriculum development, and capacity building for marine and coastal managers. Her current work focuses on marine spatial planning, planning for sustainable tourism, stakeholder engagement, and capacity building program management and development.

Training Results

A. In a discussion regarding good vs. effective governance, the participants shared the following comments:

- Good and Effective governance are connected.
- Can have good governance that is not effective governance and vice versa.

The participants identified the following as key regarding governance in general:

- Involving stakeholders
- Following norms

- Having compliance
- Rules
- Respect
- Achieving goals
- Participation
- Capacity of participants
- Political will
- Understanding needs

The following were identified regarding <u>good governance</u>:
- Laws, bylaws, regulations
- Informed
- Laws are adequate, no gaps
- Planning ahead
- Having the right resources

The following were identified regarding <u>effective governance</u>:
- Accountability
- Transparency
- Enforced
- Implemented

B. Each group was asked to summarize the key Principles of Good Governance and identify which were the highest and lowest scoring principles.
Highest Scoring Principles (in order of score)

<u>Group 1:</u>	<u>Group 2:</u>	<u>Group 3:</u>
Inclusiveness	Appropriateness	Equity
Representativeness	Efficiency	Legitimacy
Accountability	Accountability	Accountability
Legitimacy	Adaptability	Appropriateness
Appropriateness	Integration	Effectiveness
Transparency	Effectiveness	Efficiency
Integrity	Legitimacy	Transparency
Capability	Representativeness	Integration
	Responsiveness	Inclusiveness
	Inclusiveness	Responsiveness
		Representativeness
		Adaptability

Lowest Scoring Principles (in order of score):

Group 1:	Group 2:	Group 3:
Adaptability	Capability	Capability
Effectiveness	Inclusiveness	Inclusiveness
Efficiency	Representativeness	Adaptability
Equity	Legitimacy	Representativeness
Accountability	Transparency	Responsiveness
Responsiveness	Responsiveness	Accountability
Legitimacy	Equity	Appropriateness
Appropriateness	Adaptability	Effectiveness
Capability	Integration	Efficiency
Transparency	Efficiency	Integration
Integration	Accountability	Transparency
Inclusiveness		Legitimacy
Representativeness		Equity

C. Teams then each selected the lowest scoring principles and a gallery walk to completed to provide suggestions on how to improve this principle.

Adaptability:
- Strengthening monitoring and evaluation
- Enhance information sharing and feedback
- Flexible management systems
- Encourage innovate approaches
- Capacity building for decision and policy makers (knowledge, skills and behavior)
- Exchange of best practices and experiences between countries
- Effective implementation of measures
- Removes silos between agencies

Capability:
- Technology transfer
- Capacity building/development- recruitment, training, youth development and understudies)
- Funding- partnership with private sector, government contribution, self-financing mechanisms
- Information sharing
- Efficient and wise use of available resources
- Political will and leadership by raising awareness and training of political leaders
- Transmission of knowledge and know how during rotations of human resources
- Training of trainers

- Make available resources
- Mobilize capacities of other private-public stakeholders

Responsiveness:
- Information sharing
- Understanding the stakes
- Understanding gaps
- Stakeholder flexibility
- Strengthen cooperation between stakeholders
- Early warning systems
- Rapid response protocols and contingency planning in place
- Adequate capacity and resources to respond
- Evaluating the response
- Involvement of all stakeholders in planning

D. Participants engaged in a discussion regarding how to improve collaborations in enforcement. The following is a summary of their ideas:
- Provide workshops, training, leading for leading countries
- Develop regional and national strategies
- Wide spectrum of stakeholder participation (affected and affecting)
- Capacity building on compliance- awareness programs
- Enforcement of regulations
- State to state collaboration through MOU, reciprocity (flag states and port states)
- International Law
- Scientific research
- Scientific infrastructure (labs, tools, etc.)
- Improved communication
- Building trust
- Improve inclusivity
- Ensure transparency
- Involve transboundary communities
- SOPs in place
- Publicity (media)
- Incentive approach for compliance and reporting
- Expedite judgments
- Data collection/dissemination

Overall Summary:

Participants expressed how important the discussions and sharing case studies with colleagues was an important part of the workshop. Overall, they expressed a good general understanding of principles of governance and gained a better understanding of the difference between good and effective. In addition, they were able to map out the different

levels of governance from international to local and identify relevant laws/regulations and stakeholders at each level. Lastly, the participants expressed strong interest in the engaging with stakeholders and completing stakeholder analysis to improve governance understanding and implementation.

As reflected in the evaluation, the amount of time dedicated for the training was a challenge. Participants expressed wanting more time for various aspects of the training including stakeholder engagement.
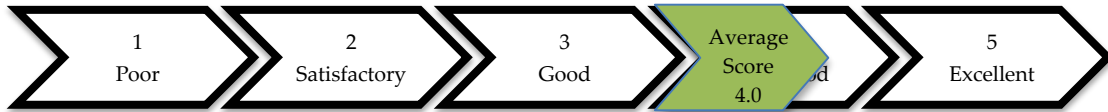
Annex 1: List of course participants

Programme PART 2

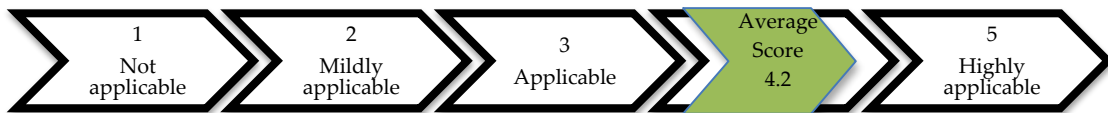| Project/LME/Institute	Agency	Name	Email
Department of Oceanography, Ministry Environnement Guinea		Sékou Tidiane BANGOURA	stidiane2002@yahoo.fr; sekoutidiane@gmail.com
Resilience of Muanda's Communities from Coastal Erosion, Democratic Republic of Congo	UNDP	Chrispin Vangu	v.ngombo@gmail.com
BCLME III	UNDP	Viviane KINYAGA	viviane@benguelacc.org
Red Sea Ecosystem	The World Bank	Bashar Mohammad Al-Bataineh	bashar.bataineh@persga.org
Red Sea Ecosystem	The World Bank	Ahmad Khalil	ahmed.khalil@persga.org
WACOM		Moussa Sall (WACOM)	sall@cse.sn
WACOM		Fatou Bintou TRAORE	fatou-bintou.traore@cse.sn
WACOM		Marième Soda Diallo	soda.diallo@cse.sn
IOI-Africa		Kaashiefa Parker	kashiefaparker@gmail.com
STRONG High Sea Project/ Ministry of Cameroon		Sheila KONG MUKWELE	mukwelesundi@gmail.com
InterSus - Sustainability Services		Edi Interwies	Interwies@intersus.eu
NOAA		Sue Brancato	mary.sue.brancato@noaa.gov
NOAA		Gabrielle Johnson	gabrielle.johnson@noaa.gov
FCWC in Ghana		Viviane Koutob	vkoutob@tm-tracking.org
Fisheries Commission in Ghana		Godfrey Tsibu	godfreytsibu.gbt@gmail.com
GEF small grants programme Mauritius	UNDP	Pamela Bapoo-Dundoo	pamela.bapoo.dundoo@undp.org
GEF small grants programme Seychelles	UNDP	Lyndy Bastienne	lyndy.bastienne@undp.org

Annex 2: Course evaluation responses

Section 1: Overall Impression of the Course

What is your overall rating of the course?

| 1 Poor | 2 Satisfactory | 3 Good | Average Score 4.0 | 5 Excellent |

To what extent is the knowledge you gained through the training directly applicable to your current work or functions?

| 1 Not applicable | 2 Mildly applicable | 3 Applicable | Average Score 4.2 | 5 Highly applicable |

How would you rate the structure and format of the sessions?

| 1 Poor | 2 Satisfactory | Average Score 3.6 | 4 Very Good | 5 Excellent |

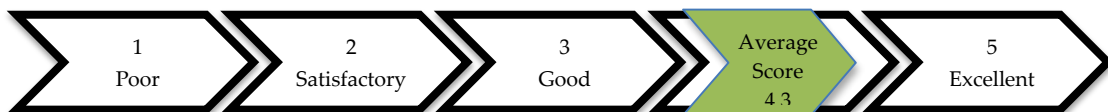**Note: comment**- I expected more detail on international ocean laws

To what extent did the training agenda allow enough time for (informal) networking?

| 1 Poor | 2 Satisfactory | Average Score 3.3 | 4 Very Good | 5 Excellent |

How would you rate the logistical aspects of the training course (location, facilities, support from the organisers)?

| 1 Poor | 2 Satisfactory | 3 Good | Average Score 4.3 | 5 Excellent |

Section 2: Course Effectiveness

Do you feel that a blended learning (online and face-to-face) approach to the training was effective?

| 1 Ineffective | 2 Mildly effective | Average Score 3.5 | 4 Very effective | 5 Highly effective |

Notes: two participants did not respond to this question (weighted to reflect this)

Comments-

had limited time for online course

I don't really see the link between the two approaches

Did the course help you reach your learning objectives?

Overall impression is that the course met the learning objectives.

- Yes x5
- To a very large extent
- Partially x2
- Yes, but I expected more on international ocean laws
- Yes, it did. I was able to gain more concrete knowledge on LME, which I greatly need.
- Yes, I really altered my learning objectives
- Yes, was interested by the local connectivity; regional scale and the course helped me to have the tools of needed for working with actors/decision makers

What was the least useful part of the course?

Nothing specific

- None x5
- I don't know
- Pretty much everything was useful from the case studies to the methods and principles applied to LMEs
- Science integration
- Too long, closing too late; making it impossible to go sight seeing- which is really unfortunate.
- Integrated science- governance intersection
- Lot of documents in the online course. It was difficult to know what document was more important.

What was the most useful part of the course?

Many participants found the exercises and discussions useful.

- Access to scientific information on LMEs

- Tools
- Meeting Participants
- Developing the elevator speech
- Private sector engagement
- Understanding ocean governance principles and learning from experiences of others
- Everything was useful
- The discussion, exercises and interaction
- Differentiate good governance and effective governance (all modules addressed useful topics, and they were well-connected with each other)
- The exercises
- Stakeholder engagement
- Both face-to-face and online.
- All topics were useful to me
- All were as useful, but we were a bit rushed
- Principles of good governance
- The exchange of experiences
- The exercises that allowed us to reflect on best approaches

Did the facilitators offer enough support to you throughout the course (online and face to face)?
Overall felt enough support was provided.
- Face to Face- yes
- Not quite in the case of online
- Good support in the face to face
- Yes, opportunity for networking with facilitators would be useful; perhaps an open afternoon for consultations or an evening networking event
- Yes x6
- Yes, but some difficulties to access documents online
- Yes, I am very appreciative
- Yes, I downloaded all of the documents posted in the website

Was the course actively engaging?
Overall felt the course was actively engaging.
- Yes x8
- Very engaging x2
- It was, though of course too intense; probably due to the time frame
- Yes, grateful to the facilitators to bring the good tools on the ocean governance

Section 3: Lessons Learned and Follow up Actions

How will this training enhance project implementation or advance your work in managing marine and coastal areas?

- It has given me a broader picture and understanding on LMEs
- The training has enhanced my understanding of governance in resource management at various levels. The knowledge gained will help me to think through projects with the view of achieving good and effective governance.
- I attended the course at the start of the project; topics cover important aspects of the project; opportunity for further networking has been created.
- Knowing more about governance, the difference between good and effective governance, laws and internal framework made me understand that LME approach is one of the best. This training will help me take more into consideration with all stakeholders.
- Considering elements of good and effective governance in program vision and objectives, project planning, design, implementation and evaluation
- I have a better understanding of partnerships and made new contacts; I have know more marine issues.
- My vision of importance of stakeholder previously consultation for each decision
- The course has given me relevant materials that were lacking for me work. It has given me knowledge on how to move from good governance to effective governance of my coastal area.
- Working more with all stakeholders- doing stakeholder analysis
- Work more on the transboundary issues in governance
- It is a tool for good planning, applying/executing the plans effectively and monitoring indicators as well as giving feedbacks to encourage successes
- Getting the ocean governance toolkit/matrix helped me to achieve my career in the management of the scientific project
- Through good knowledge of organizations active in our LME; through best practices that we can adopt

What are the 3 most valuable lessons you learned as a result of this course?

1)

- Scientific data exists
- Elevator speech
- Needs for training of partners (executing agencies)
- Stakeholders engagement process
- Principles of good governance, policy and legal framework
- I can always learn from others
- Inclusiveness of all stakeholders and transparency are key for science integration

on LME management
- Good governance and effective governance must go along.
- Understand what the good governance is about
- That there are still many challenges among LME countries to guarantee fully successful outcomes. Some people (authorities) are not seeing the benefits of working together to achieve a common goal for their countries, in managing their environmental assess sustainably.
- Principles of good governance
- Importance of backing account of all the actors

2)

- Financing potential
- Health of governance
- There are many best practices and experiences in the region.
- Connectivity between coastal ecosystems
- Effective governance; stakeholder engagement
- Solutions exist somewhere and can be replicated
- Indicator for evaluate objectives must be SMART to support success of LME project
- Funding could be gotten from other donors than government
- The importance of stakeholder engagement in the governance process
- Good and effective governance can only be achieved as part of many principles and elements and involving everyone in the process.
- Policy and legal framework
- Understanding the rules of the actors

3)

- NOAA and IOI Science to Policy- information that should be useful for my work
- Scaling up or down governance issues
- Interests of the private sector and how to engage them.
- Sustainable finance for LMEs
- Financing and effective governance
- There is still many thanks to do to get good ocean governance
- Sharing experiences with 3rd party to improve management
- Time management is essential in my communication with policy makers
- The needs for more collaboration on regional scale on governance issue in our region
- Effective governance- financing

What actions will you take or what will you do differently as a result of the training? And when?

- Take a look at the resources that exist and link them up to my next country strategy for GEF7
- Ensure enhanced stakeholder engagements, participation and decision making
- Organize training for executing agency and other partners on ocean governance- to improve understanding of expected goals
- Follow up on networks created for exchange
- Gained ideas on marketing the project book markers- fantastic.
- Spread the news and raise awareness on LME governance
- Revision program vision and objectives; apply learned concepts and tools in future projects (planning, design and implementation)
- Share course materials and knowledge with my colleagues at the office (in the future)
- I will read more on ocean governance around the world, in the next weeks
- I will be prompt to inform, share and consult
- I am in the middle of a research work that needed all the components of the training. Thus, the knowledge gotten will go into my research work that will later on be submitted to policy makers.
- How to address the policy makers to convey our goals and message to them, promoting the importance of the issues to be addressed.
- I will go back and review my projects' stakeholders' interest (matrix) and how much they are involved in the moving the project forward as a team.
- Need the time to share content to my chief/ministry to disseminate this training in my country

How will you disseminate what you have learned from this training to your colleagues and stakeholders? Are you going to use the available training materials to replicate the course in your country/LME/region?

- Yes, I will encourage my grantees to refer to the resources
- Take every opportunity available to share the course content with colleagues at work and in the community
- Apply principles learned in developing new projects
- Training session; back to office report
- Yes, the materials from this training will be used in the development of policies and governance measures at the regional level.
- I will discuss and share more with my colleagues on this issue.

- I will organize restitution meeting with all the stakeholder of our project, and I will use social media to publish resume.
- The course materials will enable me in my daily job and my need to create awareness on effective ocean governance in the region.
- I will forward the electronic copies to my colleagues and stakeholders in my LME
- It would be a good idea to include training on governance in our future plans.
- In part, those that are more simple to use with grass roots organizations. It can also contribute to educate youth aspiring to lead so they understand elements of good and effective governance in the their leadership role.
- Yes, I will disseminate this training to my colleagues/younger scientists working in my scientific research center. And then, I will replicate the course in my country as well recommended.
- I will apply in my project. I want to replicate the course in my office.

Section 4: Comments and Feedback

Please use this space to provide any additional comments or feedback on the course, especially if you have suggestions on how the course can be improved:

- I believe face-to-face lessons are more useful. I would decrease the amount of material to be consulted online. Great venue, great food! Great support from Natalie- Thank you.
- The course was relevant to natural resource management
- Site visits
- Give more time for the on-line course. There were a lot of materials but not enough time to go through them all.
- More time to provide some in-depth information (outlines) on tools and approaches, e.g. EBM, MSP, etc. also stakeholder analysis
- Participants are supposed to have background knowledge in its current time allowed structure
- Just share interpretation from English to French and vice versa.
- To have a translation person
- Could we please have some few hours in the next training session to leisure out.
- I would like to thank the organizers and coordinators of the training for the hard work and the great support they provide to us during the training. I wish to be engaged in another advanced governance courses to increase my capacities and share more experiences.

Please provide one sentence that reflects your overall feelings about the course:
- Great source of inspiration and resources for my upcoming work. Thank you!
- I am enthralled
- Satisfied
- The training was very good.
- I am very pleased with the opportunity to attend this course. It was very useful for me. Thanks for the organizer and training team.
- It's a useful course.
- What a week?
- It is a great course that is meeting the need for capacity and skills in the area and in the region.
- One of the best courses I have ever enjoyed.
- Timely training for improved governance form self and for others to benefits. Thank you.
- It is very interesting for my career and my training need to be continuing with your institution

Annex 3: Course Photos