

Appendix 6 Report of the Workshop on ROPME EBM Strategy



REGIONAL ORGANIZATION
FOR THE PROTECTION OF
THE MARINE ENVIRONMENT
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**Towards the Development of an
Ecosystem Based Management
Strategy for ROPME Sea Area
Dubai, UAE, 4-7 April 2016**



REPORT OF THE WORKSHOP

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Background

1. Based on Decision CM16/7 of the 16th ROPME Council, which stressed the importance of an integrated management stating “*Promotion of Ecosystem Based Management Approach as a Road Map towards the sustainability of the marine environment, its resources and its services, in partnership*”, the ROPME Secretariat has been promoting the implementation of the Ecosystem Based Management (EBM) in the region. In recognition that long-term sustainability of the ROPME Sea Area (RSA) requires an integrated management, the ROPME Secretariat proposed to develop a Regional Ecosystem Based Management (EBM) Strategy (hereafter the EBM Strategy) for the ROPME Sea Area.



2. The first workshop entitled “*Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area*” was held from 4-7 April in Dubai, UAE in order to conduct brainstorming sessions on the development of such a Regional EBM Strategy with stakeholders from the contracting parties of the Kuwait Convention.
3. The objectives of the workshop were set as the following: (1) To review existing marine environment related policies and management mechanisms at the national and regional levels in the ROPME Sea Area; (2) To review the global discussions affecting the Regional Seas policies and strategies, such as 2030 Sustainable Development Goals and CBD Biodiversity Strategic Plan (Aichi Targets); (3) To discuss on how the Ecosystem-Based Management can be incorporated into a regional strategy, which eventually involves various ocean related sectors (mainly, environment and fisheries); (4) To explore common objectives across the two sectors for the development of a Regional

EBM Strategy; (5) To learn lessons from the other regions which established strategies/programmes on a regional seas scale based on the ecosystem approach; and (6) To agree on the process and timeline for the development of the ROPME EBM Strategy mainly through a ROPME-EBM working group.

4. The workshop documents and information documents were provided to the participants prior to the workshop as preparatory documents for the workshop through the ROPME website. The Annex includes the list of workshop documents (Annex 1), the programme of the workshop (Annex 2) and the list of participants (Annex 3). All the sessions of the workshop were conducted in English.

Day 1: (Monday 04 April 2016)

Opening of the Workshop

5. Mr. Salim, Ministry of Climate Change and Environment, United Arab Emirates (UAE), opened the workshop, welcoming the participants to Dubai, UAE. Annex-4 includes his speech in Arabic.
6. Dr. Iyad Abumoghli, UNEP ROWA, gave a statement on behalf of UNEP stressing the importance of the workshop especially in the context of the Agenda 2030 and the Sustainable Development Goals and the Aichi Biodiversity Targets. He emphasized the support that UNEP has continuously provided to the region (Annex-5).
7. Dr. Hassan Mohammadi, ROPME, explained the objectives of the workshop on behalf of ROPME, welcoming the participants to the workshop. He described the history of the region, stressing the unique physical, biological and historical characteristics of the RSA.

Organization of the work

8. Dr. Mohammadi explained the approach to designate a facilitator to each session throughout the workshop rather than designating one Chairman. The participants agreed on the approach.
9. He further explained the concept of the workshop to have brainstorm sessions on the development of the EBM Strategy. He clarified that the Secretariat has decided to take an incremental approach to EBM, starting with a dialogue between the environment and the fisheries sector. The process is expected to take several years.
10. Ms. Diane Klaimi, Ms. Kanako Hasegawa and Dr. John Burt were designated as rapporteur for the workshop and the participants welcomed the assignment.
11. The participants introduced themselves, their affiliation and their career.
12. The workshop agenda was adopted by the workshop participants.

Session I: Introduction of EBM to the Regional Seas Scale

13. Mr. Takehiro Nakamura, UNEP, provided a brief overview of the concept of EBM. He started with the definition of ecosystem, ecosystem services and the ecosystem approach. He described the ecosystem services and their benefits derived from the marine and coastal ecosystems. The core elements of EBM were described: recognizing connections; ecosystem services perspective; cumulative impacts; multiple objectives and learning and adapting. He then described the general steps for implementing EBM. He stated that this workshop would serve as a visioning process toward the implementation of EBM. He continued with the explanation on the Agenda 2030 for Sustainable Development and the Sustainable Development Goals (SDGs). He focused on the Goal 14 and described the Targets. He proposed that the SDGs, Aichi Biodiversity Targets and other global and regional goals be considered for the proposed EBM Strategy. The implementation of the EBM Strategy could be monitored by indicators and these indicators could be aligned with the global indicators including the SDG indicators. All Member States are going to report on the progresses of achieving SDGs and thus ROPME and RECOFI mechanisms could potentially be used for monitoring the progress.
14. Mr. Bamaileh, Saudi Arabia asked a question on how to implement the SDG indicators as it is a concern. Mr. Abbas, Bahrain, asked UNEP's experiences in developing EBM strategies in other regions. Mr. Nakamura, UNEP, described UNEP's plan on the Regional Seas indicators to which ROPME is also actively participating. He also explained that there are different experiences of implementing EBM in other regions, which would be further explained on the Second day of the workshop.

Session II: Introduction of the ROPME Instruments

15. Dr. Mohammadi, Coordinator of ROPME, explained the core ROPME legal instruments for the protection of the RSA. He stressed the importance of the Kuwait Action Plan, Kuwait Convention and its Protocols. He highlighted the past oil spill incidents in the region and relevant ROPME protocols and guidelines for the prevention of these incidents. Furthermore, he described the proposal on the development of a Regional EBM Strategy for the RSA, highlighting the linkage between the proposed EBM Strategy and the existing ROPME legal instruments and programmes. As an emerging issue, he described nuclear radiation pollution from a number of nuclear power plants being constructed or under construction in the region. He added that on biodiversity, ROPME has developed the Biological Diversity Protocol to be signed shortly.
16. Responding to the presentations highlighting environmental issues in the region, Capt. Al-Diwani, UAE, asked what ROPME has done to prevent the coastal destruction as the regional environmental authority. In response to the question, Dr. Mohammadi, ROPME, stressed that ROPME has developed various instruments and guidelines for the protection of the RSA for the implementation by the participating countries.
17. Ms. Shoaie, I.R. Iran, asked whether the revision of Kuwait Action Plan is in the agenda as it has not been updated since 1978. Dr. Mohammadi, ROPME, explained that the plan

of developing a Regional EBM Strategy would be a long process over years and the engagement of the countries in the process is the key to the process in order to consider different options such as the reorientation of Kuwait Action Plan.

Session III: Existing policies, mechanisms and activities in Member States

18. Eng. Marzooq, Kingdom of Bahrain, explained the existing national policies and initiatives through the presentation entitled “*Toward EBM in Bahrain*”. He started with the explanation on the national strategies: The Economic Vision 2030 for Bahrain, Bahrain 2030 National Planning Development Strategies; Bahrain 2030 National Land Use Strategy; and National Environmental Strategy. All the strategies incorporate the concept of sustainability. He continued with the national policies and legislation. He also described the existing Memorandum of Understandings (MOUs), which facilitated the implementation of the above mentioned strategies. In terms of inter-sectoral activities, there are various examples including fisheries and tourism. As a case study, he described a project supported by UNEP/ROWA. The project assessed the environmental status as well as economic, social and environmental policies to determine the environmental goals. Lastly, he described challenges for EBM such as stakeholder engagement and inter-sectoral cooperation.

19. Ms. Shoaie, Islamic Republic of Iran (I.R. Iran), explained the existing national policies and initiatives in I.R. Iran. She started by describing the general environmental policies in I.R. Iran. The “Five Year Economic, Social and Cultural Development Plan” is the medium-term strategic framework for the development of the country. She further described the national environmental laws including hunting and fishing act, environmental protection and enhancement act, and protection of the seas and navigable rivers against oil pollution act. She highlighted the latest law and the national contingency plan on oil pollution. With regards to marine protected areas (MPAs), there are nine protected areas in I.R. Iran. The Dara National Park will soon be approved by the government. In terms of fisheries, the future policies during 5 years plan (2017-2021) set strategic directions for Iran’s fisheries. Regarding the inter-sectoral activities, a national sustainable development committee (NCSA) has been established. Under the NCSA, there are various committees established. Lastly, she described the opportunities and challenges in implementing EBM in Iran. She highlighted inconsistency between different institutions and lack of cooperation between sectors. As a recommendation, she stressed the engagement of other sectors such as oil and gas and shipping from the planning phase. She proposed that ROPME hold more training workshops on EBM.

20. Eng. Al-Adlan, Republic of Iraq , explained the existing national policies and initiatives in Iraq. It has the national environmental strategy of Iraqi Environmental Protection and Work Program (2013-2017). Under the strategy, there are 11 strategic objectives including an objective to maintain the marine and coastal environment. He continued explaining the plans for the local work. Regarding the protection of biodiversity, the National Strategy of Biodiversity and Execution Plan in Iraq (2015-2020) sets out the national actions including on MPAs. The Expectation on Environment Status of Iraq stresses the importance of implementing legal agreements, working closely with the

relevant bodies including ROPME. He described the characteristic of Iraq environment, highlighting the Shat Al-Arab River flow which impacts on the fisheries activities of the entire region. Due to the current reduction of freshwater discharge, the status of RSA has been impacted. He finished by describing the recommendations including provision of capacity building and support for projects.

21. Dr. Le Quesne on behalf of the Delegation of the State of Kuwait (Kuwait), explained the existing national policies and initiatives. He started with the overview of the Framework on EBM in Kuwait. The Kuwait Environment Protection Law lays out the strategic objectives and guides the implementation of EBM. The law includes monitoring and reporting obligations. The National Plan for Marine Environmental management guides the implementation of the environmental law. The management objectives were set to be able to measure the progress on management activities based on the 6 themes: biodiversity; food and water quality; environmental pollution; fisheries; HABs and Coastal processes. With regards to monitoring, the status and pressure are monitored. He stressed that the National Plan provides framework for inter-sectoral cooperation. He closed the presentation with a set of recommendations including regionally consistent monitoring programmes. He stressed the importance of prioritising key pressures and issues to start moving forward with EBM rather than waiting for all the data to be ready.
22. Echoing with the presentation, Dr. Al-Subiai, Kuwait, stressed the importance of taking actions to avoid environmental disasters which could occur if the business as usual model continues.
23. Dr. Al-Shihi, UAE, explained the existing national policies and initiatives in UAE. He started explaining the National Strategies, highlighting the three relevant strategies to the marine ecosystems: UAE National Strategy for Marine and Coastal sustainability; UAE National Biodiversity Strategy; and UAE Strategy for Green Development. As an example of inter-sectoral cooperation, he highlighted the UAE National Climate Change Adaptation Policy, which includes all the relevant sectors including fisheries, aquaculture and environment sector. He explained ongoing initiatives including AGEDI, UAE Blue Carbon project and UAE's Wildlife Sustainability programme. In addition, he presented an overview of the Gulf Environmental Partnership and Action Program (GEPAP), supported by the World Bank. He pointed out that the implementation, risk assessment, application of DPSIR approach and data availability would be challenges for the development of the strategy. In terms of opportunities, he emphasized opportunities for harmonizing the monitoring programmes among Emirates. He concluded with recommendations to link monitoring and evaluation with the regional scheme.
24. Eng. Bamaileh of the Presidency of Meteorology & Environment (PME), Kingdom of Saudi Arabia, explained the existing national policies and initiatives. He begun by describing the history of the environment works in the country. In 1986, PME-IUCN Coastal Zone Study was conducted. PME has had a significant role for the protection of marine environment. In terms of multi-sectoral cooperation, he highlighted the 6th committee of Reclamation and Dredging, which was organised involving different ministries including ministry of agriculture, fisheries and environment. With regards to

challenges, he pointed out the lack of coordination is a major challenge as was mentioned by the previous speakers. He concluded stating that coordination and cooperation between two Regional Seas, ROPME and PERSGA, are important. He also mentioned that the coordination between UNEP and UN-Habitat is also important.

25. Mr. Bulushi, Sultanate of Oman, explained the existing national policies and initiatives. The General Environment Policies of Oman were presented including the law of conservation of the environment and prevention of pollution and national contingency plan. He explained that marine discharge is not allowed in Oman. In terms of national strategies, the national strategy for protection the Omani environment (1986) to be updated soon, is the overarching strategy. The development of marine environment conservation strategy and action plan (2016-2020) will be initiated with the support from JICA. He stressed that the action plan would be connected with the ROPME EBM Strategy. In May 2016, the national strategy for biodiversity will be formalized. Subsequently, Mr. Al Mufarji, Oman, explained the fisheries policies in Oman, highlighting the Shark Management plan.
26. The delegates from UAE asked whether UAE and Oman can make a joint shark management plan as the sharks might be impacting fisheries activities in the EEZ of UAE. Other participants also questioned why only sharks are managed out of many other species. Dr. Mannini, RECOFI, clarified that shark is an important species in the region, however it is important to integrate the shark management plan in the overarching fisheries management plan.

Session IV: Breakout Groups

27. Four breakout groups were formed of all participants. Two groups discussed on the policy relevant topic, “*What are the gaps in the existing mechanisms and policies in the region?*” The other two groups discussed on the science-oriented question, “*How science could help the Regional EBM process?*”. Annex VI includes the distribution of participants into the four groups.

Session V: Report Back to Plenary

28. The Science Group 1 represented by Ms. Hasegawa, UNEP, reported the discussions to Plenary. She explained that the group identified the following points from the discussion: (1) There is no network of marine scientists; (2) There is no systematic data sharing mechanisms between countries and between ROPME and the contracting parties; (3) The knowledge on aquaculture and the basic understanding of ecosystems are lacking in the region; (4) There seems to be no national strategy for scientific research in the region; and (5) Scientific studies in the region is often driven by the management or the government requests rather than independent studies.
29. The Science Group 2 was represented by Ms. Klaimi, UNEP/ROWA. The group reviewed the existing mechanisms through which science inform policies including

project reports, publications, workshops, capacity building and integrated database. The group also reviewed regional mechanisms including RECOFI, GCC Fisheries Committee, United Nations University (UNU) and Multilateral Environmental Agreements (MEAs). In terms of knowledge gaps, the group identified that the general baseline data and research on fisheries are scarce. She presented the areas where scientific research could help the process of EBM including aquaculture, modelling, hydrography, population genetics and remote sensing.

30. Mr. Bamaileh, Kingdom of Saudi Arabia, reported the discussion of the Policy Group 1 to Plenary. He started by explaining that there are diverse sectoral policies in the countries and there is not much policy gap. However, there is a lack of inter-sectoral coordination in each of the countries. In addition, the implementation of legal agreements is a challenge in the region and thus follow up mechanism is needed. In terms of institutional arrangement, an integrated marine authority could be established although the effectiveness is not guaranteed since environmental consideration is limited in the decision making mechanisms. Lastly, he described possible ways forward which were identified in the group: (1) ROPME and other sectoral organisations could organize joint meetings; (2) data and information materials could be shared among the countries using the ROPME information sharing platform (database) and (3) integrated coastal zone management could serve as a basis for the EBM.
31. Ms. Al Salami, Oman, reported back to Plenary on behalf of the Policy Group 2. She explained that the group noted that there is a need to formulate legislation on aquaculture including guidelines. The low availability of data and their sharing are constraints to advance scientific understanding of the region. She also stressed that the group identified that the national and fisheries management policies often do not consider EBM or Ecosystem Approach to Fisheries (EAF). With regards to the question related to the gaps, the group found that coordination among relevant fishery management and environmental conservation institutions could be reinforced. Finally she stated that there is a lack of regional common vision and strategies for sustainable development.

Session VI: Ocean Governance Framework

32. During a remote presentation, Mr. Schewchuk, DOALOS, explained the global ocean governance framework and the work established under the framework of UNCLOS. The presentation addressed two main contents: (1) the governance framework (legal, institutional and policy framework); and (2) global framework for ocean governance. He stressed the importance of cross-sectoral cooperation for the conservation of the shared water body within the framework of UNCLOS. At the national level, this could mean institutional cooperation between different ministries while at the regional level, regional sea programmes, regional fisheries bodies and other regional political organisations could be important mechanisms for implementing the relevant laws and policies. Lastly, he highlighted the recent progress on the preparatory committee for the protection of biodiversity in the areas beyond national jurisdiction (ABNJ) to inform participants on the ongoing process.

33. Ms. Klaimi, UNEP asked the relationship with EBSA in the framework of the GA. Mr. Schewchuk replied that it has been reported to the GA and the engagement of CBD has been essential in the preparatory committee for ABNJ.
34. Dr. Mohammadi, ROPME, asked whether certain activities that DOALOS handles are already conducted by the other agencies, using examples on marine litter handled by UNEP and fishery management handled by FAO. Mr. Schewchuk emphasized that UNCLOS provides the overall framework for the different sectors to work together in the oceans, although there are certain level of overlaps at the global as well as regional level. These overlaps could be reduced by improving coordination.
35. Dr. Glowka, CMS, asked whether the reporting from ROPME to the DOALOS and the GA has been regularly conducted. Dr. Mohammadi, ROPME, clarified that ROPME regularly reports to DOALOS directly as well as through UNEP's coordination. He stressed the importance of national reporting to represent the regional view to the global process. Mr. Nakamura, UNEP, added that efforts have been started to harmonize reporting for different multilateral environmental agreements to reduce burden of the countries for reporting to various MEAs.

Day 2 : (Tuesday 05 April 2016)

Welcome back and outlook for Day 2

36. Dr. Mohammadi, ROPME, welcomed back the participants to the workshop. Ms. Klaimi, UNEP-ROWA, provided a brief summary of the discussions during the first day. She emphasized the importance of applying the ecosystem approach to the ROPME Sea Area, to which various threats and pressures exist. Referring to the breakout groups, she highlighted the common elements emerged from the breakout groups such as the need for stronger coordination and cooperation. She stressed the importance of capitalizing the existing frameworks.

Session VII: Existing Regional initiatives

37. Dr. Mannini, RECOFI, presented the challenges and opportunities for regional fisheries management and aquaculture development in the RSA. His presentation provided a brief overview of RECOFI and a case study of the work conducted by the organisation. He started by explaining the legal framework under which the flag and coastal States have the obligation and duty to cooperate. RECOFI was established in 2008 with eight member states as a FAO Article XIV body and this means that it can make binding recommendations. There have been two binding recommendations in 2009-2015. RECOFI and ROPME have exactly the same geographical coverage, which makes it clear to cooperate in the region. He stated that many of the technical reports produced by RECOFI are not well used by the governments, civil society and regional organisations including ROPME. RECOFI has its information system online (RAIS) for regional aquaculture. For socio-economic issues, its task group collected information and analysed the information. He stressed that the socio-economic information is highly relevant to

ROPME. As a way forward to address challenges, the FAO Regional Conference for the Near East at its 32nd session (2014) recommended to make a partnership with relevant organisations including ROPME. He concluded by stressing the partnership between ROPME and RECOFI as an opportunity.

38. Dr. Le Quense, Kuwait, made a comment on data-limited harvest control used by ICES, using modelling. Dr. Mannini responded that RECOFI needs the basic data of the region including environment and social aspects before start using models. Ms. Shoaie, I.R. Iran, asked whether ROPME has been invited to RECOFI workshops. Dr. Mannini explained that ROPME is an official observer to RECOFI although ROPME has not attended the previous workshops. She stated that inter-sectoral cooperation is needed and important for ROPME to cooperate with RECOFI. ROPME can play a model role to RECOFI. Mr. Kerr, WWF, commented on the IUU fishing and questioned about the relationship with IOTC. Mr. Shahifar, I.R. Iran, commented that IOTC has a working group on bycatch.
39. Ms. Glavan, AGEDI-UAE, provided an overview of AGEDI's Research activities that could be relevant to the development of a Regional EBM Strategy. She explained the five core principles of EBM and stressed that AGEDI has been working to collect data to fill the science to policy gaps. She presented the activities on blue carbon. The project in Abu Dhabi calculates the carbon stock in the marine and coastal ecosystems scaled up to the national level. The project involved ecosystem service valuation in monetary terms to understand how the ecosystem services are impacted by different risks. She stressed that all the data from AGEDI's activities are available for the stakeholders. She concluded by highlighting the need to share experiences and knowledge through open databases.
40. Ms. Klaimi, UNEP-ROWA, described UNEP's support for sustainable coastal management in the region. She explained the on-going process on UNEA-2 and resolutions on oceans and seas including the one on marine litter. She explained the Aichi Biodiversity targets, highlighting Target 6, Target 10 and Target 11, which are particularly relevant to the marine and coastal ecosystems. Referring to NBSAPs, she stated that it is important to improve coordination between national and regional bodies as well as between sectors.
41. Dr. Al-Abdulkader, RECSO, presented the work conducted by the organisation for the protection of marine environment from oil spills. He highlighted the long-lasting cooperation between RECSO and ROPME. He also explained that RECSO has an annual activity to release juvenile fish, highlighting importance of the initiative.
42. Dr. Lyra, Islamic Development Bank, presented the ongoing work in the region through the International Centre for Biosaline Agriculture (ICBA). She focused on various agricultural projects which involves salinity management. ICBA promotes best management practices for agriculture and provides policy advice and analysis. It also conducts field demonstrations and holds training courses to enhance knowledge sharing. She concluded by providing recommendations for the development of the EBM Strategy including setting timeframe for each activity based on strategic thinking and planning.

43. Mr. Harada, JICA, provided an explanation of the organisation and described its planned work under the existing MOU between ROPME and JICA. Under the MOU, various technologies are planned to be introduced to the region including water treatment, conservation methods, aquaculture, monitoring and marine litter. He proceeded with the description of the two ongoing projects in the region, one in I.R.Iran and the other in Oman. In I.R.Iran, the project aims to develop and implement a Master Plan for Environmental Conservation and Management of Southern Coastal Areas. In Oman, the project aims to develop the Marine Environment Conservation Strategy 2050 and Action Plans. He stressed that these projects will contribute to this regional process toward the development of EBM Strategy.
44. Dr. Burt, NYU-AD, gave a presentation providing an overview of the coral reef ecosystems of the region, highlighting its significant values to the region. He pointed out that although there are studies on coral reefs in the region, the data are not well shared. He thus indicated the necessity to discuss how to improve the coordination of data sharing and knowledge exchange. He stressed further that communication between scientists and policy makers could be improved for a better management.

Session VIII: Experiences from the other regions

45. Mr. Glowka, CMS, gave a brief explanation on the work conducted by CMS. He started with the explanation of the migratory species in the RSA including Dugong and marine turtle species. He pointed out the relatively limited knowledge on baseline of the migratory species. He stated he would like to learn more about the biodiversity protocol being prepared under ROPME as it would be relevant to CMS. He also provided a brief description on the works targeted to the protection of sharks.
46. Capt. Al-Diwani , UAE, provided an explanation on the issue related to ballast water. Starting with the description of what ballast water is, he described how ballast water is used for ships. He explained that many non-indigenous species are transported through ballast water. MSEC in Abu Dhabi is working to implement BWM Convention. He pointed out only UAE and Iran have ratified the convention in the region, stressing the importance of other ROPME countries to join the convention.
47. Mr. Leone, coordinator of MAP during a remote presentation, described the Mediterranean experience to incorporate the ecosystem approach in the region. He highlighted the process in 7 steps to incorporate the ecosystem approach to the work of the Mediterranean Action Plan: (1) Definition of an Ecological Vision for the Mediterranean; (2) Setting of common Mediterranean strategic goals; (3) Identification of important ecosystem properties and assessment of ecological status and pressures; (4) Development of a set of ecological objectives corresponding to the Vision and strategic goals; (5) Derivation of operational objectives with indicators and target levels; (6) Revision of existing monitoring programmes for ongoing assessment and regular updating of targets; and (7) Development and review of relevant action plans and programmes.

48. Dr. Mohammadi, ROPME, asked him to describe the lessons learnt from the IMPA process. Mr. Leone responded that there are three lessons to be shared. Firstly full commitments of the contracting parties are necessary as indicators can be largely different among countries. Secondly, national implementation is the key to achieve common assessment. Thirdly, there is a need for a system to collect and access data for IMAP.
49. Mr. Williams, NEAFC, shared the experiences of cooperation between NEAFC and OSPAR, describing the long process over more than 10 years to formulate a formal agreement. He described that NEAFC covers the areas beyond national jurisdiction (ABNJ). OSPAR and NEAFC cover the same geographical area. Referring back to the presentation by DOALOS, he described the process of PrepCom. He then proceeded with the history of dialogue between NEAFC and OSPAR from the first workshop between secretariats to the Collective Arrangement. He explained that they have cooperated in different themes including the nomination of EBSAs, management, scientific advices and MPAs.

Session IX: Breakout Groups

50. The participants formed four breakout groups. Two groups discussed on the policy relevant topic, *“What are the areas of common interests and objectives for inter-sectoral cooperation?”* The other two groups discussed on the science-oriented question, *“How science can help create inter-sectoral cooperation?”*

Session X: Report Back to Plenary

51. The reporters from the four groups reported back the summary of the discussions to Plenary.
52. The Science Group 1 represented by Dr. Al-Sayegh, Kuwait, reported back to Plenary. The group identified several priority research areas especially related to the impacts of fisheries and the baseline data on the RSA ecosystems. As a way forward, the group proposed a joint workshop between ROPME and RECOFI.
53. The Science Group 2 represented by Ms. Klaimi, UNEP/ROWA, reported back to Plenary. The group emphasized that basic assessments including valuation of ecosystem services and socio-economic studies are needed. The group also pointed out that several workshops have proposed to create a network of scientists but follow-up has been limited.
54. The Policy Group 1 was represented by Mr. Nakamura, UNEP. The group identified that the objectives of fisheries and environment are somewhat different. The fisheries sector is concerned on food production and employment. On the other hand, the main concern of the environment sector is provisioning of ecosystem services. Regarding the priority areas, land-use planning and marine and coastal spatial planning, including power plants and agriculture planning were recommended. Exchange of data between the fisheries sector and environment sector was highlighted to be an important element.

55. The Policy Group 2 represented by Dr. Pourang, I.R. Iran, reported back to Plenary. The group identified that there should be policies and legislation addressing impacts of fisheries on the environment. The common objectives for the two sectors identified by the group are harmonizing different institutions and stakeholders, coherence in legislation and policies, region-wide management system, identification of common areas of importance, and promotion of cooperative fisheries management in shared ecosystems.
56. Dr. Mohammadi, ROPME, thanked all the participants for the engagement in the sessions and closed the Second day of the workshop.

Day 3 : (Wednesday 06 April 2016)

Welcome back and outlook for Day 3

57. Dr. Mohammadi, ROPME, welcomed back the participants to the workshop. Ms. Klaimi, UNEP-ROWA, provided a brief recap of the work realized during the second day of the workshop. She highlighted various ongoing initiatives in the region. Referring back to the breakout group, she stressed the importance of engagement by the ROPME countries to lead the process.
58. Dr. Khalil, PERSGA, shared the experiences of EBM initiatives in the Red Sea and Gulf of Aden region. He started by giving an explanation on the Jeddah Convention (1982) and the Action Plan. Throughout the history, PERSGA has developed various regional instruments including the one on biodiversity and MPA. He highlighted the Strategic Ecosystem Management of the Red Sea and Gulf of Aden (SEM) Project 2014-2017, funded by World Bank and GEF.
59. The participants emphasized that stronger cooperation between ROPME and PERSGA is needed particularly with regards to the EBM. The experience in the PERSGA region could feed into the future process for the development of the EBM Strategy in the RSA.

Session XI: Discussion in Breakout Groups

60. The participants formed four breakout groups. All the four breakout groups addressed the same question “*What are the elements to be included in the future EBM Strategy?*”

Session XI: Discussion in Plenary

61. Science Group (1 and 2 combined) reported back represented by Mr. Bulushi, Oman. The group discussed the relationship between the Regional EBM Strategy and national strategies. The group concluded that the Regional Strategy will be a broad guidance, while each country has its sovereign right to manage their territorial water.
62. Policy Group 1 reported by Mr. Takehiro Nakamura, UNEP. The group found that there are already many strategies. The objective of the Regional Strategy will be to harmonise the national level implementation under common objectives. The group recommended

developing common ecological quality objectives. These objectives could be aligned with the SDGs and Aichi Targets as well as the existing strategies.

63. Policy Group 2 reported back to the plenary represented by Dr. Al Sayegh, Kuwait . The group recommended that the Regional EBM Strategy should be aligned with the national strategies, while pursuing cross sectoral approaches at the national and regional levels. The group concluded that the promotion of effective scientific and institutional regional cooperation is needed for EBM. Collaboration between ROPME and RECOFI would be important component for such cooperation.
64. The participants were invited to identify potential vision and objectives of the EBM Strategy for the ROPME Sea Area. Several participants stressed that food security is one of the priorities in the region. The participants further suggested various objectives including: (1) To address the cause of loss of ecosystem services in the region; (2) To reduce the pressure on the ecosystem services (including fisheries); (3) To enhance the cooperation between the institutions in the region in order to share knowledge and information; (4) To develop ecosystem based management strategy at the regional level as the guideline to the national implementation in the future; (5) To conserve and sustainably use the ecosystem services for current and future generations; (6) To enhance ecosystem services; (7) To improve the status of ecosystem services; (8) To sustainably manage coastal zone; and (9) To engage and form partnership with various sectors including oil and gas sector and navigation sector.
65. Based on the preliminary discussion, the Secretariat was requested to prepare a text for the consideration of the workshop participants based on the suggestions made during the discussion.
66. The participants worked on the text of EBM vision, aim and objectives and concluded as in Annex VII. The participants agreed that the vision would be a broader direction to which the region should move towards. As a Working Group will be formed for the development of the Strategy, the participants concluded that the text on vision and objectives would be further refined and finalized by the Working Group.

Recommendations from the workshop

67. The participants were invited to consider the text of recommendations prepared by the three partners of the workshop based on the breakout groups discussions.
68. In terms of indicators, Mr. Williams, NEAFC, advised not to increase the number of indicators for monitoring as it would be difficult to monitor a large number of indicators. The participants noted the advice based on the experiences from NEAFC and OSPAR.
69. An intensive discussion pursued on the relationship between the Regional Strategy and national strategies. The ROPME Secretariat stressed that each country has the sovereign right to develop and implement national policies and strategies.

70. Some participants questioned the necessity of considering monitoring and assessments at this stage. It was agreed that the Working Group would consider this further during the process of developing the Strategy.
71. With regards to the cooperation between ROPME and RECOFI, the participants welcomed that a joint workshop to be organised.
72. The participants finished the first reading of the recommendation and it was agreed that they would make a second reading on the Day 4. It was also agreed that the participants entrust the ROPME Secretariat for the submission of the recommendations to the ROPME Council.

Session XII: Process and timeline for developing a Regional EBM Strategy

73. Dr. Awad, ROPME, presented the ToR of the proposed working group for the development of a Regional EBM Strategy. He stated that the provisional working group will meet on the fourth day of the workshop to work on the initial work plan for the working group. He stressed the importance of the quality and commitments of the working group members.
74. The participants agreed that they would need to consult with their respective decision makers in terms of nomination of the members to the Working Group. It was agreed that the ToR will be reviewed during the Provisional Working Group workshop (Day 4).
75. It was clarified that in terms of researchers and scientific communities, the Working Group would be able to form sub-committees for specific scientific activities. The participants also agreed that relevant organisations outside of the region would be able to participate in the Working Group as necessary.
76. Recognising potential difficulties in forming a regional Working Group, Dr. Mohammadi, ROPME, stressed that this process may take a long time and the agreement on the ToR of the Working Group would be highly important.
77. Dr. Mohammadi, ROPME and Ms. Klaimi, UNEP/ROWA thanked the participants for their valuable inputs and contributions and closed the workshop.

Day 4 : (Thursday 07 April 2016) Provisional Working Group workshop
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Welcome to the Provisional Working Group

78. Dr. Mohammadi, ROPME, welcomed the members of the provisional working group. He described the agenda, explaining that the recommendations from the Day 3 would be finalized during the morning. He provided explanation on the ToR and the initial Workplan.

79. The participants questioned whether the members invited to this provisional working group are permanent members or not. They reiterated the importance of consultation with their respective governments to confirm the members. The ROPME Secretariat clarified that an official letter requesting nomination from each country would be sent out to form the official Working Group.

Finalization of the recommendations

80. The participants were invited to have the second and the last reading on the recommendations from the workshop prepared by the Secretariat.

81. The participants reiterated the discussion on the relationship between the regional EBM strategy and the national implementation. Some commented that the regional EBM Strategy will guide national plans while the others stated that national strategies will feed into the regional strategy. The direction of guidance and the relationship between national and regional strategies were intensively discussed.

82. The recommendation text was adopted as in Annex VIII. It was also agreed that the agreed text would only be edited by the ROPME Secretariat for the purpose of correcting English language.

Discussion on the ToR for the Working Group

83. The participants were invited to discuss the proposed ToR of the Working Group.

84. Firstly, the membership of the working group was discussed. Questions were raised in terms of the roles of the international and scientific institutions. Several participants proposed to include different sectors such as agriculture sector and the private sector in general as the core idea of EBM is to involve multiple sectors.

85. It was agreed that the formal membership will be limited to the member states while there would be opportunities for external organisations to provide inputs as experts.

86. The participants discussed whether the ROPME Secretariat should draft the strategy or the countries should take the lead. Some suggested the responsibility of the Working Group would be to review the draft prepared by the Secretariat, while others stressed the importance of engagement of the countries. It was agreed to leave the flexibility in the ToR so that the formal Working Group would be able to decide on the method for drafting.

87. The participants discussed on the Chairmanship of the Working Group. Some argued that the ROPME Secretariat should be the chair of the Group, while others claimed that the countries should lead the process. Handling of national data by Chair raised an issue, while some participants shared experiences of using mailing list to make direct communications between countries. The ROPME Secretariat pointed out the sensitivity of data sharing in the region, while recommending the participants to consider efficiency of each option.

88. The participants concluded that the formal Working Group members, nominated by the governments would finalize the issue of Chairmanship, which was renamed as the “coordination of the Working Group”.

Discussion on the Work Plan of the Working Group

89. The participants were invited to discuss the proposed Work Plan of the Working Group.

90. Incorporating the recommendations finalized during the morning sessions (Annex VIII), the preparation of three reports was included in the work plan: (1) Scoping study to identify elements of strategy; (2) Inventory of existing policies, projects and activities; and (3) Ecosystem assessments.

91. Lack of socio-economic data in the region was highlighted by several participants. It was noted that training and capacity development activities would be required for this aspect.

92. It was suggested that an informal workshop among the ROPME ministers be organised at the margin of the United Nations Environment Assembly 2 (UNEA2) to raise the awareness of the EBM processes among them.

93. The participants pointed out the current provisional Working Group workshop should not be counted as the first workshop. The official first working group workshop will, thus, be organised once the countries formally nominate the members to the Working Group.

94. The participants agreed on the initial Work Plan of the Working Group as in Annex X and the content was reflected on the activities of the ToR as in Annex IX.

95. It was strongly suggested that key documents produced in the process of the EBM strategy development be translated into Arabic and Farsi. The ROPME Secretariat clarified that the official language of ROPME is English, while many documents have been translated into Arabic and Farsi. Although translation work is subject to the availability of funding, the Secretariat noted its importance particularly for the purpose of public consultation of the EBM Strategy.

Conclusion of the workshop and recommendations

96. Dr. Mohammadi, ROPME, thanked the participants for the active engagement during the provisional working group. Ms. Klaimi, UNEP-ROWA and Mr. Nakamura, UNEP-DEPI thanked them for the successful workshop. The Secretariat announced that the finalized recommendations, ToR of the Working Group and the Workplan would be circulated to the participants. All the presentations made during the workshop would be available on the ROPME workshop website within a week in pdf format.

97. The workshop was closed on 07 April 2016 at 18:20.

ANNEX I

LIST OF DOCUMENTS



ROPME/ID/EBM-2

***Towards the Development of a Regional Ecosystem Based Management Strategy (EBM)
for ROPME Sea Area***

Dubai, UAE, 04 – 07 April 2016

Provisional List of Documents

Working Documents

ROPME/WD/EBM-1	Provisional Programme
ROPME/WD/EBM-2	Concept note for developing a Regional EBM Strategy in ROPME Sea Area
ROPME/WD/EBM-3	Discussion paper on regional priority issues
ROPME/WD/EBM-4	Work sheet for breakout groups
ROPME/WD/EBM-5	Draft ToR for the ROPME Regional EBM Strategy Working Group
ROPME/WD/EBM-6	Draft work plan for the ROPME Regional EBM Strategy Working Group

Information Documents

	Information Note for Participants
ROPME/ID/EBM-1	Provisional list of participants
ROPME/ID/EBM-2	Provisional list of documents
ROPME/ID/EBM-3	State of the Marine Environment Report in the ROPME Sea Area 2013
ROPME/ID/EBM-4	Ecosystem Approach to Regional Seas
ROPME/ID/EBM-5	Transforming our World: The 2030 Agenda for Sustainable Development
ROPME/ID/EBM-6	Taking steps toward Marine and Coastal Ecosystem-Based Management
ROPME/ID/EBM-7	Managing the Growing Impact of Development on Fragile Coastal And Marine Ecosystems: Lessons from the Region
ROPME/ID/EBM-8	Blue Economy
ROPME/ID/EBM-9	Blue Economy- COP8
ROPME/ID/EBM-10	The Regional Training Workshop on “Ecosystem-Based Management of Oceans and Coasts”
ROPME/ID/EBM-11	Kuwait Action Plan
ROPME/ID/EBM-12	Integrated Coastal Area Management- Guidelines for the ROPME Region
ROPME/ID/EBM-13	Marine Spatial Planning. A Step-by-Step Approach toward Ecosystem Based Management

ANNEX II

PROGRAMME OF THE WORKSHOP



Programme of the Workshop

Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

Monday, 04 April 2016			
08:30 - 09:00	Registration		Facilitator
09:00 - 09:30	Opening of the Workshop: <ul style="list-style-type: none"> - Ministry for Climate Change and Environment - UAE - Director of UNEP/ROWA, Dr.IyadAbumoghli - Coordinator of ROPME, Dr. Hassan Mohammadi (Welcome and Objectives of the Workshop) 		Mr. Salim MOCCAIE
09:30 - 09:45	Organization of the Work: <ul style="list-style-type: none"> - Designation of Chairman and Rapporteur - Introduction of Participants - Adoption of the Programme 	ROPME (Dr.Mohammadi)	Mr. Salim (MOCCAIE)
09:45 - 10:15	Session I: Introduction of EBM to the regional seas scale <ul style="list-style-type: none"> - SDGs - UNEP Step-wide guidelines on ecosystem-based management of marine and coastal areas - UNEP Ecosystem Approach to Regional Seas - Blue economy <p>Questions and Answers</p>	UNEP/DEPI (Mr. Nakamura)	Mr. Salim (MOCCAIE)
10:15 - 10:45	Session II: Introduction of ROPME instruments <p>Kuwait Convention, Protocols and Kuwait Action Plan and their linkages with EBM</p> <ul style="list-style-type: none"> - Proposal for the development of a Regional EBM Strategy for the RSA <p>Questions and Answers</p>	ROPME (Dr.Mohammadi)	Mr. Salim (MOCCAIE)

10:45 - 11:15	<i>Coffee Break</i>		
11:15 - 12:30	<p>Session III: Existing policies, mechanisms and activities</p> <ul style="list-style-type: none"> - Presentations of national policies, initiatives (10 minutes per country) <ul style="list-style-type: none"> • Kingdom of Bahrain • Islamic Republic of Iran • Republic of Iraq <p>Questions and Answers</p>	Member States Representatives	Eng. J. Bamaileh (KSA)
12:30 - 14:00	<i>Lunch Break</i>		
14:00 - 15:00	<p>Session III: Existing policies, mechanisms and activities (Contd...)</p> <ul style="list-style-type: none"> - Presentation of national policies, initiatives (10 minutes per country) <ul style="list-style-type: none"> • State of Kuwait • Sultanate of Oman • Kingdom of Saudi Arabia • United Arab Emirates <p>Questions and Answers</p>	Member States Representatives	Dr. N. Pourang (I. R. Iran)
15:00 - 15:20	<i>Coffee Break</i>		
15:20 - 16:30	<p>Session IV: Breakout Groups</p> <ul style="list-style-type: none"> • Four Breakout Groups to discuss the two topics: <p><i>Policy Group:</i> <i>What are the gaps in the existing mechanisms and policies in the region?</i></p> <ul style="list-style-type: none"> • <i>Science Group:</i> <i>How science could help the Regional EBM process?</i> 	All	Mr.Nakamura Dr. Burt Mr. Williams Dr.Mannini

16:30 - 17:00	Session V: Report Back to Plenary - Identify areas for further research / information gathering	All	Mr. L. Glowka (CMS-AD)
17:00 - 17:30	Session VI: Ocean Governance Framework Global ocean governance framework (Remote presentation) Questions and Answers	DOALOS Mr. M. Shewchuk	Mr. L. Glowka (CMS-AD)
17:30	<i>End of Day 1</i>		

Tuesday, 05 April 2016			
09:00 - 09:15	Welcome back and outlook for Day 2 - ROPME		Dr. Mohammadi
09:15 - 10:20	Session VII: Existing Regional initiatives (15 min per presentation) - Presentations of existing policies and initiatives and identified gaps in regional sectoral organisations: <ul style="list-style-type: none">• Fisheries The Regional Commission for Fisheries (RECOFI): challenges and opportunity for regional fisheries management and aquaculture development• Coastal Development Suggestions towards bridging the science to policy gap towards an EBM Strategy: AGEDI's Research Supporting the Discussion - Environment UNEP Support to Sustainable Coastal Management in West Asia with Biodiversity Regional Mechanisms Questions and Answers	RECOFI (Dr.P.Mannini) AGEDI-UAE (Ms. J.Glavan) UNEP/ROWA (Ms. D. Klaimi)	Dr. P. Mannini (RECOFI)
10:20 - 10:40	<i>Coffee Break</i>		

10:40 - 11:30	<p>Session VII: Existing Regional initiatives (Contd...) (15 min per presentation)</p> <ul style="list-style-type: none"> - Video Presentation of Regional Clean Sea Organization (RECSO) - International Canter for Biosaline Agriculture (ICBA) - JICA's Efforts Towards Ecosystem Conservation in the ROPME Sea Area - Coral reefs in the ROPME Sea Area: A valuable but vulnerable regional asset <p>Questions and Answers</p>	<p>RECSO (Dr. K. Al-Abdulkader Dr. D. Lyra</p> <p>JICA</p> <p>NYU-AD (Dr. J. Burt)</p>	<p>Dr. P. Mannini (RECOFI)</p>
11:30 - 12:30	<p>Session VIII: Experience from the other regions (15 min per presentation)</p> <ul style="list-style-type: none"> - ECAP in the Mediterranean via remote presentation - Experience of cooperation between NEAFC and OSPAR - PERSGA regional EBM initiative in the Red Sea and Gulf of Aden <p>Questions and Answers</p>	<p>MAP (Mr. Leone)</p> <p>NEAFC (Mr. Williams)</p> <p>PERSGA (Dr. A. Khalil)</p>	<p>Ms. J. Glavan (AGEDI)</p>
12:30 - 14:00	<i>Lunch Break</i>		
14:00 - 15:30	<p>Session IX: Breakout Groups</p> <ul style="list-style-type: none"> - Four Breakout Groups to discuss the two topics: <ul style="list-style-type: none"> • <i>Policy Group</i>: <i>What are the areas of common interests and objectives for inter-sectoral cooperation?</i> • <i>Science Group</i>: <i>How science can help create inter-sectoral cooperation?</i> 	<p>All</p>	<p>Mr. Nakamura</p> <p>Dr. J.Burt</p> <p>Mr. J.Williams</p> <p>Dr. Mannini</p>
15:30 - 15:50	<i>Coffee Break</i>		
15:50 - 17:00	<p>Session X: Report Back to Plenary</p> <ul style="list-style-type: none"> - Identification of common interests and thematic areas for cooperation 	<p>All</p>	<p>Dr. H. Al-Mazrouai (RECOFI - Oman)</p>
17:00	<i>End of Day 2</i>		

Wednesday, 06 April 2016			Facilitator
09:00 - 09:15	Welcome back and outlook for Day 3 - ROPME / UNEP-ROWA (Ms. Klaimi)		Dr.Mohammadi (ROPME)
09:15 – 09:45	PERSGA regional EBM initiative in the Red Sea and Gulf of Aden (PERSGA (Dr. A. Khalil))		Dr.Mohammadi (ROPME)
09:45 - 10:45	Session XI: Discussion in Breakout Groups - Prioritize issues for the EBM	All	Mr. Nakamura Ms. Klaimi Mr. Williams Dr.Mannini
10:45 - 11:00	<i>Coffee Break</i>		
11:00 - 12:30	Session XI: Discussion in Plenary - Reporting back to Plenary from the breakout groups - Identification of future actions - Potential vision and objectives of the EBM Strategy	All	Mr. Nakamura
12:30 - 14:00	<i>Lunch Break</i>		
14:00 - 15:30	Session XII: Process and timeline for developing a Regional EBM Strategy - Working Group arrangements &ToR - Recommendations	All	Mr. Nakamura Dr. H. Awad (ROPME)
15:30 - 16:00	<i>Coffee Break</i>		
16:00 - 17:00	Summary of the meeting Closing Remarks and Recommendations	ROPME	Dr. Mohammadi (ROPME)

Provisional Working Group for Developing a Regional EBM Strategy for ROPME Sea Area

Thursday, 07 April 2016			Facilitator
09:00 - 09:15	Welcome the Working Group <ul style="list-style-type: none"> • Opening of the Meeting • Objectives of the Meeting • Adoption of Agenda / Programme 		
09:15 - 10:00	Finalization of the recommendations Discussion	All	Mr. Nakamura
10:00 - 10:45	Discussion on the ToR for the Working Group Discussion	All	Dr.Hassan Awad
10:45 - 11:00	<i>Coffee Break</i>		
11:00 - 12:30	Discussion on the ToR for the Working Group Discussion on the Work Plan of the Working Group Discussion	All	Mr. A. Salim (MOCCA)
12:30 - 14:00	<i>Lunch Break</i>		
14:00 - 15:00	Discussion on the Work Plan of the Working Group Discussion	All	Mr. A. Salim (MOCCA)
15:00 - 15:30	<i>Coffee Break</i>		
15:30 - 16:30	Future course of action and time frame - Identification and distribution of tasks among the Working Group Members Discussion	All	Dr. H. Mohammadi
16:30 - 17:00	Conclusion of the Meeting and Recommendations Discussion	ROPME	Dr. H. Mohammadi
17:00	Closure of the Workshop	ROPME	

ANNEX III

LIST OF PARTICIPANTS

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ANNEX IV

**STATEMENT OF THE MINISTRY OF CLIMATE CHANGE
AND ENVIRONMENT, UAE**

كلمة /وزارة التغير المناخي و البيئة

الورشة الإقليمية

" نحو تطوير استراتيجية إدارة النظم البيئية لمنطقة
بحر رومبي"

4 - 7 أبريل 2016 بدبي

أصحاب السعادة

السيدات و السادة الكرام،،

السلام عليكم و رحمة الله و بركاته،،

يسرني ان ارحب بكم جميعا في دولة الإمارات العربية
المتحدة في افتتاح الورشة الإقليمية بعنوان " نحو
تطوير استراتيجية إدارة النظم البيئية لمنطقة بحر
رومبي" التي تهدف إلى تسليط الضوء على أهمية
تطبيق نهج النظام الإيكولوجي للمحافظة على البيئة
البحرية و الساحلية.

كما أعرب لكم عن سعادتي البالغة لمشاركتكم اليوم
في هذا المحفل الهام و الذي يجمعنا مع شركائنا من
دول أعضاء المنظمة الإقليمية رومبي، كما أتقدم بجزيل
الشكر إلى الأخوة في الأمانة العامة للمنظمة على
مساهمتهم و جهودهم في تنفيذ المشاريع و البرامج
الإقليمية.

أصحاب السعادة

السيدات و السادة الكرام،،

تتميز مياه الخليج العربي بأهمية كبيرة باعتبارها بيئة حاضنة للعديد من الموائل والأنواع الحية القادرة على التأقلم مع الظروف القاسية، وبالأخص درجات الحرارة والملوحة العالية، مما ساهم في لفت أنظار العالم إلى خواص بيئتنا البحرية ودورها المستقبلي في التكيف مع تبعات ظاهرة تغير المناخ، ومنها الاحتباس الحراري. وتعتبر البيئة البحرية والساحلية، بما تحويه من تنوع احيائي و تعدد موائلها من شعاب مرجانية و غابات أشجار القرم و مناطق الأعشاب البحرية من أهم المصادر الطبيعية المتجددة، وتعد أيضاً ذات قيمة عالية بالنظر إلى دورها المحوري في المحافظة على التنوع البيولوجي، و تعزيز الأمن الغذائي.

أصحاب السعادة

السيدات و السادة الكرام،،

تواجه البيئة البحرية و الساحلية في المنطقة عموماً ضغوطاً متزايدة نتيجة النمو الاقتصادي والاجتماعي المضطرد خلال العقود القليلة الماضية، واتساع نطاق التغيرات الطبيعية والمناخية، و التي كان و مازال لها آثارٌ واضحة على البيئة البحرية والساحلية، نتيجة الملوثات الصادرة من بعض الأنشطة الاقتصادية و العدد الكبير من السفن التي تعبر مضيق هرمز باتجاه

الخليج العربي. كما تتأثر البيئة البحرية أيضاً بالتلوث الناجم عن بعض العوامل والظواهر الطبيعية، كظاهرة المد الأحمر.

و في سبيل مواجهة التحديات الحالية والمستقبلية المتوقعة بالشكل الأمثل وحماية الثروات و النظم الطبيعية البحرية وصولاً إلى استدامتها، يجب العمل معاً على وضع استراتيجيات و مبادرات تتماشى و التوجهات العالمية و أهداف الألفية لمنظمة الأمم المتحدة تعتمد نهج النظم الإيكولوجية كآلية و أداة هامة لتعزيز التنمية المستدامة .

أصحاب السعادة

السيدات و السادة الكرام،،

إن نهج الأنظمة الإيكولوجية هو استراتيجية لإدارة المتكاملة للأرض والماء والموارد الحية، تعزز الحفاظ والاستعمال المستدام بطريقة منصفة ، وهو نهج يقوم على أساس تطبيق المنهجيات العلمية السوية التي تركز على مستويات التنظيم البيولوجي الشامل للهيكل الأساسي والعمليات والوظائف والتفاعلات بين الكائنات الحية وبيئتها. ويعترف هذا النهج بأن البشر ، بما لهم من تنوع ثقافي ، هم مكونة لا تتجزأ من مكونات كثير من الأنظمة الإيكولوجية. و تطبيق هذا النهج على مصائد الأسماك و إدارة المناطق الساحلية و البحرية أصبح حتمية علمية و عملية لتحقيق أهداف التنمية المستدامة 2030 و اهداف آيشي 2020 المتعلقة باستدامة النظم الإيكولوجية البحرية و الساحلية.

أصحاب السعادة

السيدات و السادة الكرام،،

حظيت البيئة البحرية و الساحلية في دولة الإمارات العربية المتحدة باهتمام خاص، كونها إحدى أبرز الركائز الأساسية لمسيرة التنمية الشاملة والمستدامة، على المستويات الاقتصادية والاجتماعية والثقافية و البيئية. وجاءت رؤية الإمارات 2021 لتؤكد أهمية المحافظة على البيئة الطبيعية، عبر التدابير الوقائية و التنظيمية التي تحمي الأنظمة البيئية الهشة من الضغوط التي تعرضت لها في السنوات الماضية، كما انضمت الدولة إلى عديد المنظمات البيئية الإقليمية و العالمية و وقعت على معظم الاتفاقات و البروتوكولات ذات العلاقة بحماية البيئة البحرية فأصبحت من الدول الفاعلة في إنفاذ شروط و متطلبات الاستدامة و الإدارة المتكاملة للنظم البيئة البحرية و الساحلية و استدامتها.

أصحاب المعالي و السعادة

السيدات و السادة الكرام،،

لقد بادرت وزارة التغير المناخي و البيئة بالتعاون و التنسيق مع المؤسسات الاتحادية و المحلية و الجهات ذات العلاقة في الدولة بإعداد استراتيجية وطنية لاستدامة البيئة البحرية و الساحلية كان موجهها الأول المتعلق بحماية النظم الإيكولوجية البحرية و الساحلية وضمن استدامتها، أهم أحد ركائزها و اهدافها

الاستراتيجية، أعتد نهج النظم الإيكولوجية آلية رئيسية لتطوير خطة عمل متكاملة تمت صياغتها بمشاركة كل الفاعلين و اصحاب المصلحة من كل القطاعات و المؤسسات الحكومية و الخاصة.

كما أطلقت الوزارة عدد من المبادرات في مجالات البيئة البحرية والتنوع البيولوجي وجودة الهواء والموارد المائية والصحة النباتية و التي من ضمنها "البرنامج الوطني لاستدامة الحياة الفطرية و"مبادرة خارطة الإمارات الذكية لرأس المال الطبيعي" التي تهدف إلى تحديد الموارد الطبيعية وتقييمها بيئياً واقتصادياً، وتحديد خدمات النظم الإيكولوجية على المستوى الوطني وقيمتها الاقتصادية، وتوفيرها لمتخذي القرار لوضعها في الاعتبار عند اتخاذ القرارات ذات العلاقة باستخدامات الأراضي والفرص الاستثمارية.

من ناحية أخرى و سعياً منها إلى تعزيز الاستدامة البيئية و الاستفادة من خدمات النظم الإيكولوجية للموائل البحرية و الساحلية، أطلقت الوزارة بالتعاون مع شركائها التقرير الوطني لمشروع الكربون الأزرق الذي يهدف إلى توسيع النطاق المعرفي لمصطلح الكربون الأزرق وخدمات النظم البيئية المرتبطة به، وأهمية تقييم مخزونه في البيئات الساحلية.

وإيماناً منها بأهمية الرصد و المراقبة في تعزيز حماية البيئة البحرية و الساحلية، فقد أطلقت الوزارة بنهاية عام 2015 البرنامج الوطني لرصد و

مراقبة البيئة البحرية و الساحلية و الذي يهدف إلى
توحيد الجهود و الاستفادة من البرامج القائمة في
الدولة لتطوير برنامج وطني متكامل و شامل للرصد و
التقييم المستمر لحالة البيئة البحرية و الساحلية
يسمح بتقديم الدعم الفني و بتبادل الخبرات و نقل
المعرفة في المجالات ذات الصلة بين جميع الأطراف و
التنسيق بينهم بشأن انشاء قاعدة بيانات وطنية
للبيئة البحرية و الساحلية.

أصحاب المعالي و السعادة

السيدات و السادة الكرام،،

ختاما لابد لي الإشادة بالدور الهام الذي تقوم
المنظمة الإقليمية لحماية البيئة البحرية روبم و
التطور النوعي في برامجها و أنشطتها و التنسيق بين
الدول الأعضاء و بناء الشركات الدولية المستدامة.

و أود التأكيد على أن هذه الورشة تمثل فرصة هامة
لمختلف المشاركين على الاطلاع مبادئ و آليات تطبيق
نهج النظم الإيكولوجية للحفاظ على بيئة بحرية و
ساحلية مستدامة ، متمنية أن تحقق هذه الورشة
أهدافها من خلال إثراء المناقشات و تبادل الحوار
البناء.

وفقنا الله و إياكم، و السلام عليكم و رحمة الله و بركاته

مع خالص الشكر و التقدير

ANNEX V

STATEMENT OF UNEP/ROWA



UNITED ARAB EMIRATES
MINISTRY OF CLIMATE CHANGE
& ENVIRONMENT



الإمارات العربية المتحدة
وزارة التغير المناخي
والبيئة



OPENING STATEMENT

OF THE

Towards the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

By

Iyad Abumoghli

Representative and Regional Director

United Nations Environment Programme/ Regional Office of West Asia

Mr. Salim Fareed Mohammed Akram representing His Excellency Dr. Thani Bin Ahmad Al Zeyoudi, Minister of Climate Change and the Environment

Dr. Hassan Mohammadi, ROPME Coordinator,
Excellencies,
Ladies and Gentlemen

Distinguished delegates,

It gives me a great pleasure to welcome you today on behalf of The United Nations Environment Programme, to mark the beginning of an important new journey "towards the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area".

One year ago, The Regional Organization for the Protection of the Marine Environment (ROPME) and UNEP's Regional Office for West Asia in Bahrain, renewed their partnership, recognizing the emerging regional needs for a coordinated governance structure in the ROPME Sea Area that requires the attention of both organizations to join forces for innovation and knowledge sharing and facilitate collaboration across national and regional organizations and industries that manage the marine environment. We are highly honoured by the presence of regional and international expertise demonstrated today at this workshop.

Ladies and Gentlemen;

In the wake of the 2030 Sustainable Development agenda, UNEP is committed to support meeting all the SDG goals and in particular, in relation to our meeting today, the dedicated oceans goal-SDG15, which aims to conserve and sustainably use oceans, seas and marine resources for sustainable development. UNEP underscores the importance of protecting the marine environment to deliver ecosystem services for food and water security, climate change adaptation, poverty alleviation and social justice jointly addressed in all 17 goals of the SDGs.

The UNEP-ROPME agreement emphasized the urgent need to collaborate on SDGs and strengthen awareness about pressing issues of the marine environment and the need for cooperation to carefully craft a facilitated regionally driven Ecosystem-based management Strategy that is both developed and implemented by the member states themselves and across conflicting sectors that influence the marine environment such as fisheries, tourism and industry.

Ladies and Gentlemen;

The world's marine ecosystems are among its most productive, yet threatened ecosystems. They are central to people's well-being and coastal cities but are also highly vulnerable to natural risks including climate change and the impacts of human activities such as pollution, infrastructure development and resource extraction. Global data shows that about 350 million jobs around the world are linked to the oceans; 1bn people in developing countries depend on fish for their primary source of protein; today more than 30% of the world's fish stocks are over exploited, depleted or recovering from depletion; and about 46,000 pieces of plastic are afloat on every square mile of ocean. It is estimated that in a few years for every two tons of fishery there will be one ton of Plastic in the oceans.

Well-managed, healthy marine ecosystems do support sustainable development and human well-being. The marine waters of the RSA region provide fishery resources, a source of industrial cooling and desalination water, amelioration of coastal climate, transportation, amenities supporting tourism and enhanced quality of life. However, this marine body is also used as a sink for wastes, desalination effluent, oil spills, dredging and landfills which are serious human related activities impacting the integrity of the marine environment.

Ladies and gentlemen;

The marine ecosystems in West Asia host some of the world's most critically endangered species-such as dugongs, green and hawks bill turtles-and supports a variety of marine ecosystems, including sea grass bed, mangroves, coral reefs and mud flats that are uniquely adapted to the environmental extremes of the region.

The UNEP flagship report - Second edition of the State of Biodiversity in West Asia-assessed progress made by West Asia on Aichi Biodiversity targets including those related to marine ecosystems. While marine ecosystems in the West Asia are rich habitats in diversity of species, the report concluded that multiple anthropogenic and climatic pressures are interacting to threaten the integrity of marine ecosystems and coordination at the national and regional level remains to be weak.

The region's marine ecosystems are subject to a complex set of pressures arising out of major urban expansion and land-based development activities

focused along narrow coastal corridors such as land reclamation, dredging and pollution. Such pressures, for example desalinization plants, wastewater treatment discharge, sedimentation, eutrophication, and invasive species are also exacerbated by exploitation of marine fisheries and increasing frequency of episodes of thermal stress caused by rising sea temperatures which are, anecdotally, also undermining marine ecosystems. *The region is likely to be one of the hardest hit by the direct and indirect impacts of climate change;*

Ladies and Gentlemen;

UNEP also supported the ratification and implementation of biodiversity-related conventions such as CBD, CITES, CMS, WHC and the Ramsar Convention and promoted cooperation and synergy amongst them including on marine related issues.

The Biodiversity Strategic Plan 2011-2020 framework has been an effective guide to inclusive and integrated country-driven processes in the past 6 years that in turn appreciated impacts of climate change on migratory species, poverty reduction, the green economy and sustainable development in West Asia. With support from UNEP, most ROPME member states such as UAE, Kuwait, Oman, Qatar and Bahrain have diligently realigned their National Biodiversity and Action Plans (NBSAPs) with the Aichi framework, and have set marine biodiversity targets indicators and action plans, reconciling conservation and development. In fact our host, the Ministry of Environment of the UAE, has lead a country driven biodiversity consultation in 2013 which resulted in an inclusive NBSAP. Today these national plans need to be coordinated with national and regional marine authorities and ROPME processes which will be part of our agenda at this workshop.

UNEP will be featuring its innovative tools of Ecosystem-based Management which aim to promote healthy marine ecosystems; protecting fragile coastal ecosystems, coral reefs and mitigating land-based activities, ocean acidification and combating marine litter.

UNEP also hosts the Regional Seas Programme which is the world's only legal frame work for protecting the oceans and seas at the regional level. As the world transitions to an inclusive green economy and looks towards the post-2015 development agenda, countries will continue to rely on the Regional Seas Programme" shared seas" approach to help restore the health, productivity and resilience of oceans and marine ecosystems, and maintain their biodiversity.

Regionally, we also capitalize on the role of our valued partner ROPME which has a long history of providing a peaceful platform for the neighboring countries. ROPME has developed Protocols on combating oil spills, transboundary hazardous wastes, oil exploration and transportation, managing Land based activities and biodiversity conservation. Today however, there is a need to build partnerships and synergy between ROPME protocols and UNEP's strategic mandate in marine environmental management, MEAs and SDGs. The UNEP marine strategy articulates that urgent action is needed at all levels to maintain and rehabilitate marine and coastal resources, grounded in science that informs integrated marine policy development and implementation.

A long-term country driven EBM Strategy would be the answer to building a robust mechanism in the region that will improve our marine and coastal environments and ultimately reduce human impact. And today this will be a start of such an effort.

Ladies and gentlemen,

I wish to reconfirm that this EBM strategy will be both driven and implemented by the member states representatives and supported by the regional and international organizations such as RECOFE, RECSO, Marinas, JICA, AGEDI, civil society and academia. We thank you all for your participation at this workshop which aims to document important knowledge and policies in the marine environment and move ahead with this EBM strategy. We also thank the efforts of ROPME experts, especially Dr. Hassan Awad and their vision as well as our UNEP Nairobi Marine team, in particular Mr. Takehiro Nakamura in organizing this workshop which took many months of consultation and planning with regional and international experts. Last but not least we appreciate the generous hosting of this workshop by the Government of the UAE, which has accompanied UNEP throughout the years as a leading member state in building a strategic environmental agenda for sustainable development in the region.

Thank you.

ANNEX VI

LIST OF PARTICIPANTS OF THE BREAKOUT GROUPS

Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

Session IV: Breakout Group

Policy Group -1

Facilitator: Mr. Takehiro NAKAMURA, UNEP/DEPI

S.No.	Names	Member States / Organizations
1	Dr. Hassan Mohammadi	ROPME
2	Eng. Hassan A. Marzooq	Bahrain
3	Mr. Reza Shahifar	Iran
4	Eng. Ammar A.M. Al Khafaji	Iraq
5	Dr. Fahad Al Ajmi	Kuwait
6	Dr. Will Le Quesne	Kuwait
7	Mr. Badar Y. Al Bulushi	Oman
8	Eng. Jamal A. Bamaileh	Saudi Arabia
9	Mr. Salim F.M. Akram	UAE
10	Dr. Khaled Al-Abdulkader	RECISO
11	Dr. Ahmed S. M. Khalil	PERSGA
12	Mr. Munehiro Mishima	JICA
13	Mr. Mohammad A.R. Hassan	UAE
14	Mr. Abdul W. Al Diwani	UAE
15	Ms. Ayesha Y. Al Blooshi	EAD

Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

Session IV: Breakout Group

Policy Group -2

Facilitator: Dr. Piero MANNINI, FAO/RECOFI

S. No.	Names	Member States / Organizations
1	Dr. Iyad Abumoghli	UNEP ROWA
2	Mr. Bassam M. Al-Skowikh	Bahrain
3	Ms. Farnaz Shoaie	Iran
4	Eng. Maytham M.M. Aladlan	Iraq
5	Dr. Lujain Al Sayegh	Kuwait
6	Eng. Mouza M. Al Salami	Oman
7	Mr. Khalid H. Busbait	Saudi Arabia
8	Dr. Dionyssia Lyra	IDB
9	Mr. Winston J. Cowie	EAD
10	Ms. Jane Claire Glavan	AGEDI
11	Dr. Ahmed Al-Mazrouai	RECOFI
12	Mr. Taigo Sasaki	JICA
13	Dr. Abubaker A.S. Elhakeem	UAE
14	Eng. Yaser O. Kayed	UAE

Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

Session IV: Breakout Group

Science Group-1

Facilitator: Mr. Johan WILLIAMS (NEAFC)

S.No.	Names	Member States / Organizations
1	Dr. Hassan Awad	ROPME
2	Mr. Ali M. Abbas	Bahrain
3	Dr. Zahra Alavian	Iran
4	Mr. Hayder I.H. Alhilali	Iraq
5	Dr. Sherain Al Subiai	Kuwait
6	Mr. Abdulla S. Al Mufarji	Oman
7	Mr. Saad A.F. Abu Zahrah	S. Arabia
8	Mr. Qays Y.M. Al Yamour	UAE
9	Ms. Fatima Ahmed	UAE
10	Ms. Bolor Bonaobra	RECISO
11	Ms. Marian Antonopoulou	WWF
12	Mr. Oliver J. Kerr	WWF
13	Dr. Ahmed Al-Mazrouai	RECOFI
14	Mr. Yoichi Harada	JICA
15	Ms. Kanako Hasegawa	UNEP
16	Dr. Mohamed M. Eltayeb	UAE
17	Ms. Allegue Maher	UAE

Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

Session IV: Breakout Group

Science Group-2

Facilitator: **Dr. John BURT (NYU, UAE)**

S.No.	Names	Member States / Organizations
1	Ms. Amna A. Alarayedh	Bahrain
2	Dr. Nima Pourang	Iran
3	Dr. Mustafa S.F. Ziyadi	Iraq
4	Mr. Saad A.F. Abu Zahrah	Saudi Arabia
5	Dr. Rashid Alshihi	UAE
6	Mr. Lyle Glowka	CMS
7	Dr. Dionyssia Lyra	IDB
8	Dr. Rima W. Jabado	EAD
9	Dr. David Currie	FAO
10	Mr. Satoshi Sasakura	JICA
11	Ms. Diane Klaimi	UNEP/ROWA
12	Ms. Kaltham Al-Shaibani	UAE
13	Ms. Hacina Bechir Ali Chihi	UAE
14	Eng. Entisar Alkatheeri	UAE

ANNEX VII

TEXT ON EBM VISION, AIM AND OBJECTIVE

Vision, Aim and Objectives of the Regional EBM Strategy

Vision:

Healthy and sustainable ROPME Sea Area consistent with the 2030 Agenda for Sustainable Development

Aim:

To sustainably manage the use of the marine and coastal ecosystem for the benefits of the current and future generations and biodiversity

Objectives:

The ROPME EBM strategy for the RSA will:

- 1.** Set consistent and common ecological quality objectives for the ROPME Sea Area (RSA), which are consistent inter alia with the Sustainable Development Goals and their targets as well as Aichi Targets;
- 2.** Guide the national level action in the incorporation of EBM in their marine areas and integrated coastal zones management plans and action programmes, and in achieving the ecological quality objectives; The national action should address the causes and threats to the marine and coastal ecosystem services in the RSA;
- 3.** Give priority to ecosystem services to ensure environmental, economic and social pillars of sustainable food security;

Engage relevant stakeholders and promote partnership with other sectors, such as fisheries, oil/gas, transportation, coastal development, tourism and water resources.

ANNEX VIII

WORKSHOP RECOMMENDATIONS

**Recommendations from the participants of the workshop “Toward the
Development of a Regional Ecosystem Based Management
Strategy for ROPME Sea Area”
Dubai, UAE, 4-7 April 2016**

The following recommendations were made by the participants of the workshop. It should be noted that these recommendations are not legally binding:

1. Recognizing the importance of the Ecosystem Based Management¹ (EBM) for the sustainable management of the ROPME Sea Area as adopted by the 16th Meeting of ROPME Council in 2013, the process of developing a Regional EBM Strategy (hereafter EBM Strategy) for the ROPME Sea Area should be continued for the final approval of the Strategy by the ROPME Council.
2. The EBM Strategy will set clear regional ecological objectives and associated targets and indicators. The EBM Strategy will provide overarching framework to inspire national marine strategies and plans.
3. A Working Group should be established comprised of the government designated representatives as well as of relevant regional and international organizations for the development of the EBM Strategy.
4. The EBM Strategy should be consistent with the 2030 Agenda and the Sustainable Development Goals (SDGs) as well as Aichi Biodiversity Targets of the Convention of Biological Diversity so that the EBM Strategy will serve as a regional implementation strategy for these in the ROPME Sea Area.
5. Recognizing the current level of understanding of the marine and coastal ecosystems in the ROPME Sea Area and the existence of knowledge gaps, coordinated ecosystem assessments in accordance with existing national assessments are necessary as part of the EBM Strategy. The assessments will form the baseline against which further strategy implementation will be measured.
6. Recognizing the need for enhanced data and information sharing, existing data should be collected and gaps should be identified.

¹ UNEP (2011) ‘Ecosystem-based management, or EBM, is an approach that goes beyond examining single issues, species, or ecosystem functions in isolation. Instead it recognizes ecological systems for what they are: a rich mix of elements that interact with each other in important ways’

7. In order to create further synergies between different policies and projects across the region, an inventory of policies, legislation, organizations, projects and initiatives at the national and regional level needs to be utilized.
8. A network of regional technical professionals for EBM in the ROPME Sea Area should be established by ROPME affiliated with the Working Group for the EBM Strategy in order to mobilize and support scientific information for the development of the EBM Strategy.
9. Cooperation with other regional and appropriate organizations should be made for the development of the EBM Strategy, given the range of human activities in the ROPME Sea Area.
10. Considering the identical geographical coverage and membership of ROPME and RECOFI, it would be highly desirable and advisable to establish an effective and viable cooperation framework. In this regard, ROPME and RECOFI should discuss areas for cooperation through a joint meeting.
11. Recognizing the range of scientific and technical fields that need to be involved for the development of the EBM Strategy, the process should be accompanied by relevant trainings and transfer of relevant marine technologies.
12. Pilot projects in support of the EBM Strategy should be developed and implemented with financial support by ROPME.

ANNEX IX

TERMS OF REFERENCE FOR THE WORKING GROUP



UNITED ARAB EMIRATES
MINISTRY OF CLIMATE CHANGE
& ENVIRONMENT



الإمارات العربية المتحدة
وزارة التغير المناخي
والبيئة



ROPME/WD/EBM-5

Toward the Development of a Regional Ecosystem Based Management Strategy (EBM) for ROPME Sea Area

Dubai, UAE, 4-7 April 2016

Terms of Reference of the Working Group on a Regional EBM Strategy for the ROPME Sea Area

Background

In April 1978 the eight Governments of the Region (Bahrain, I.R. Iran, Iraq, Kuwait, Oman, Qatar, Saudi Arabia and UAE) agreed on the Kuwait Convention and the Action Plan. Subsequently in 1979 the Regional Organization for the Protection of the Marine Environment (ROPME) was established to coordinate the Member States' efforts towards protection of the water quality in ROPME Sea Area and protect the environment system as well as marine life and to abate pollution caused by development activities of the Member States. Since then, ROPME has been playing an essential role to unify the exerted efforts of the Member States towards protection of marine environment and to follow up the procedures of each Member State.

Pursuant to Decision CM16/7 of the 16th ROPME Council, the ROPME Secretariat has been promoting a shift towards more integrated ecosystem-based approaches to the management of the ROPME Sea Area (RSA). Traditional sector-based management often overlooked connectivity and interaction of different activities conducted in the same ecosystems. The current environmental status shows that the sectoral approach has not been successful in preventing degradation of the marine and coastal ecosystems. The ecosystem-based management, on the other hand, takes the ecosystem as whole and recognised interactions of various human activities with the environment. This approach, thus, calls for cooperation of various sectors sharing the same ecosystem in order to move towards a more sustainable management. Today, the ecosystem-based ocean management is seen as a prerequisite for maintaining health of oceans and seas.

The ROPME Secretariat identified the need for cooperation at the regional level to take a consistent approach towards the implementation of the ecosystem-based management in the ROPME Sea Area. Sustainably managed, healthy ROPME Sea Area will in turn continue the delivery of ecosystem goods and services essential for the life of people in the region. Thus the ROPME Secretariat has proposed to develop a Regional EBM Strategy for the ROPME Sea Area, which will be shared between all the eight Member States of the Kuwait Convention.

The first workshop “*Toward the Development of a Regional Ecosystem Based Management Strategy for ROPME Sea Area*” is thus organised from 4 to 7 April 2016 in Dubai, UAE, in order to explore opportunities and processes for the development of a regional strategy, identifying gaps of existing policies and mechanisms. At the meeting, the representatives of Member States agreed to form a Working Group for the development of the Regional EBM Strategy.

Scope

The Working Group will prepare a draft Regional EBM Strategy for the ROPME Sea Area to be submitted to the ROPME Council.

Activities

The Working Group, in relation to the development of a Regional EBM Strategy will:

1. Collect and compile information on relevant national and regional policies, plans and projects relevant to development of a future Regional EBM Strategy with particular attention to the relevant EBM national and regional sectoral policies and strategies whenever possible. Initially, environment and fisheries sectors will be the focus with future participation of other sectors.
2. Identify gaps in the existing national and regional mechanisms in developing an integrated ecosystem-based and cross sectoral strategy and methods to address the gaps;
3. Prepare with the support of the ROPME Secretariat, an outline of the Regional EBM Strategy to be discussed among relevant stakeholders;
4. Conduct a consultation on the draft outline with relevant stakeholders;
5. Prepare the first draft of the Regional EBM Strategy incorporating inputs from stakeholders;

6. Prepare a proposal on potential monitoring of the Strategy and its implementation mechanisms;
7. Form a Scientific Review subgroup for the Regional EBM Strategy to review monitoring of the Strategy and its implementation mechanisms;
8. Conduct a wider public consultation on the Regional EBM Strategy in respective countries involving local authorities, academia, private sectors and non-governmental organisations;
9. Finalize the Regional EBM Strategy document to be submitted to the ROPME Ministerial Council Meeting.

Membership

Each of the eight Member States of the Kuwait Convention will nominate members to the working group. Each Member State may designate two representatives one from environment sector and one from fisheries sector.

In addition, inter-disciplinary experts will be suggested by the Working Group or by the ROPME Secretariat to provide specific inputs.

All members will participate in the Working Group with an equal footing.

Coordination

The Working Group members as and when selected by their respective countries will decide on coordination mechanisms.

Secretariat /Administrative support

The ROPME Secretariat will function as the secretariat for the Working Group. Within the available resources, the secretariat will provide administrative and secretarial services to the Working Group, including maintenance and distribution of meeting documents.

Modality of communication

The Working Group will agree on a schedule, frequency of meetings and workplan. The Working Group will conduct all the meetings through telephone conferences during the inter-sessional period with potential in-person meetings depending on the availability of funds.

The Working Group will start working as a Plenary. It is proposed to organize a Scientific Review subgroup, and in addition to this group, the Working Group may organize other activity groups for specific activities. External experts may be involved to facilitate activities of the Working Group and its activity groups.

ANNEX X

WORK PLAN FOR THE WORKING GROUP



Toward the Development of a Regional Ecosystem Based Management Strategy (EBM) for ROPME Sea Area

Dubai, UAE, 4 - 7 April 2016

Workplan of the Working Group on a Regional EBM Strategy for the ROPME Sea Area

A Working Group on a Regional EBM Strategy will be organized as the main vehicle for the development of the Regional EBM Strategy. Based on the draft terms of reference of the Working Group on a Regional EBM Strategy for the ROPME Sea Area (ROPME/WD/EBM-5), the participants proposed the following as a work plan of the Working Group:

Timeline	Activity	Responsible members	Remarks
April 2016	Agreement on the work plan	Working Group members	
April 2016	ROPME will send an official letter	ROPME Secretariat	
May 2016	Finalization of initial membership of the WG	ROPME Secretariat	
May 2016	Preparation of terms of reference for a scoping study and inventory	ROPME and UNEP	
May 2016 – September 2016	Preparation of a report to include: <ul style="list-style-type: none">• Scoping study, which will identify elements for the Strategy;• Inventory of existing policies, activities, projects and institutions relevant to EBM based on information provided by the countries¹.	ROPME Secretariat	
May 2016 – September 2016	Preparation of a preliminary ecosystem assessment report ²	UNEP/ ROWA (ROPME will decide on a partner organization) ³	
May 2016 – September 2016	Draft an outline of the Strategy	ROPME will decide on a partner organization	

¹ Recommendation Paragraph 7

² Recommendation Paragraph 5

³ Initial consultation with AGEDI was proposed

September 2016	<p>Organization of the First Working Group Meeting</p> <ul style="list-style-type: none"> • Formalized Working Group to decide on Chairmanship; • Review of the scoping study, inventory and ecosystem assessment report; • Identify stakeholders; • Identify common goals, interests and objectives; • Identify areas for further studies; • Review of the draft outline; • Decide on stakeholders consultation methods (e.g. unified questionnaire; public hearing); • Review of the module for the network of regional professionals for EBM to be established by ROPME⁴. 	ROPME and Working Group members	
September – December 2016	Finalization of the ecosystem assessment report ⁵ .	ROPME Secretariat	
December 2016	Finalization of the outline of the Strategy	Working Group members	
December 2016	ROPME will send out the outline of the Strategy to countries	ROPME Secretariat	
January 2017	Conduct a consultation with relevant stakeholders and incorporate comments as decided at the First Working Group meeting	Working Group members	
March 2017	Hold the Second meeting of the Working Group	Chair and the Working Group members	Agree on the draft outline of the Strategy
March 2017 - June 2017	Prepare and organize the Second Regional Workshop for the EBM Strategy.	ROPME Secretariat	
July 2017	Incorporate feedbacks from the Second Regional workshop for the EBM Strategy and draft the Strategy according to the agreed outline	Working Group members	

⁴ Recommendation Paragraph 8

⁵ Recommendation Paragraph 5

September 2017	Prepare the first draft of the Strategy		
October 2017	Organize a Scientific Review subgroup to prepare assessments and implementation mechanisms of the Strategy	Working Group	Note: assessments includes performance review of Strategy (based on the targets and indicators set by the Strategy)
November 2017	Conduct a wider consultation on the first draft of the Strategy	Working Group members	
December 2017	Finalize the draft Strategy incorporating comments from stakeholders including the network of regional technical professionals (a subgroup of the Working Group)	Working Group members	National, regional and international entities across sectors for consultation
2018	Incorporate comments for submission to a High-level regional forum (such as the ROPME Council meeting)	Working Group and the ROPME Secretariat	

Appendix 7 Report of the First ROPME EBM Working
Group Meeting



First Meeting of the ROPME- EBM Working Group on the Development of the Regional EBM Strategy

Tokyo, Japan 15-16 October 2016

Provisional Programme

Saturday, 15 June 2016		
08:30 - 09:00	Registration	
09:00 - 09:10	Opening of the Meeting : <ul style="list-style-type: none">) Opening remark by ROPME) Welcome remark by Dr. Osamu Matsuda 	
09:10 - 09:20	Organization of the Work: <ul style="list-style-type: none">) Objective of the meeting) Designation of Chairperson and Rapporteur) Introduction of Participants) Adoption of the meeting Agenda 	
09:20 - 10:00	Session I: Introduction of the Regional EBM Strategy <ul style="list-style-type: none">) Recap of the Dubai workshop outcomes in April 2016) Intersessional period progress and related regional updates Synergies, SDGs, MEAs.) Questions and Answers 	ROPME UNEP
10:00 – 11:00	Session II: Progress in the Development of the ROPME-EBM Strategy <ul style="list-style-type: none">) Presentation of the draft conclusions from the inventory study) Outlook of the preliminary ecosystem assessment) Discussions 	JICA UNEP/ROWA
11:00 - 11:15	<i>Coffee Break</i>	
11:15 - 12:30	Session III : Review of the TOR of the EBM Working Group <ul style="list-style-type: none">) Discussions) Adoption of the ToR 	ROPME
12:30 - 14:00	<i>Lunch Break</i>	
14:00- 15:00	Session IV: Review of the Work Plan of the EBM Working Group <ul style="list-style-type: none">) Discussions 	ROPME

15:00-15:20	<i>Coffee Break</i>	
15:20 – 17:00	Session IV(Cont.): Review of the Work Plan of the EBM Working Group) Discussions) Adoption of the work plan	Participants
17:00	<i>End of Day 1</i>	

Sunday, 16 June 2016		
09:00 - 09:15	Welcome back to the Meeting) Recap of the discussions on the Day 1	
09:15 – 10:00	Session V: Japanese experience in the implementation of EBM Strategy) Presentation by JAMSTEC) Questions and answers	JICA
10:00 - 11:00	Session VI: Implementation of the Work Plan and Commitments) Identification of priority issues – breakout groups (Based on a discussion paper to be prepared)	Participants
11:00 – 11:15	<i>Coffee Break</i>	
11:15 - 12:30	Session VI (Cont.):Implementation of the Work Plan and Commitments) Identification of priority issues - reporting back) Priority issues as identified	Participants
12:30 - 14:00	<i>Lunch Break</i>	
14:00 - 15:00	Session VII: Technology transfer for the identified priority issues – break out groups) Matching of potential technology transfer for the identified issues	Participants
15:00 - 15:20	<i>Coffee Break</i>	
15:20 – 16:30	Session VII (cont.): Technology transfer for the identified priority issues) Reporting back to the Plenary	JICA
16:30-17:00	Session VIII: Conclusions and recommendations) Summary of the First Working Group Meeting) Future Work Plan and Time Frame) Other Matters) Recommendations	ROPME
17:00	<i>Closure of the Meeting</i>	

List of priority issues

11 Oct 2016

ROPME-JICA seminar

- Waste water management
- Monitoring program (ecosystem, water)
- Data management / Data sharing
- Ecosystem conservation
- Marine litter (micro plastics)
- Spawning ground
- Aquaculture management
- Fishery resource management
- Desalination (I.R. Iran)
- Total **Waste management** (such as industrial, domestic waste) (I.R. Iran)
- Prevention, **early warning and control of HABs** (I.R. Iran)
- **Habitat restoration**, Seagrass bed (I.R. Iran)
- Oil sludge (I.R. Iran)
- HAB on Coastal water
- Fishery community management (Iran)

- Different **sources** of pollution
 - Oil and gas
 - Agricultural sector
 - Shipping and navigation
 - Tourism
 - Ballast water
 - Invasive species
 - Algal bloom
 - Land reclamation
 - dredging
 - Fisheries
 - Aquaculture including mariculture
- Red tides and fish kill events(Kuwait)
- DO depletion (Kuwait)
- Coastal zone management (Oman)
- Wetland management including mangrove forests, tidal flatland (up to 6m)
- High salinity (S.A.)

- Desalination
- Coral reef and mangroves (S.A.)
 - Rehabilitation programme is needed at the regional level
- Fisheries (S.A.)
- Propose to have five priorities in the region (S.A.)
- High technology of Dredging (S.A.)
- Management of Oil spill
- Invasive species from Ballast water (SA)
-
- Climate change (I.R. Iran)
- Sensitive habitat management (coral, mangrove, seagrass beds etc)
- Need to avoid duplication / Benefit from GCC activities
- We need to map out relationships between different items in this list
- Relationship between the items and ecosystem services
- Classify national and regional issues
 - NBSAP information may be used (available at the cbd website)
 - To be included in the data compilation
- For EBM issues, common issues at the regional level can be identified
- Food security and socio economic aspects (to be discussed further)

Qatar

- Coastal management cooperation with several organization
- Keep coral reef alive
- Lack of biodiversity data (sea glass, mangrove)
- Monitoring System
- mitigation of red tide monitoring
- Biological exploration
- Bio prospecting in marine environment
- Identification of new species on marine environment
-

Bahrain

- Coast guard and remote sensing
- How to implement law with cooperation with Fishery Association
- Cooperation with company
- Remote sensing technology

- Aquaculture and fishery
- Fish quality value for fisherman
- Rehabilitation, mud flat, sea grass, mangrove
- Utilization of dredging material
- Coastal zone management for rehabilitation for artificial zone(reclamation area)

Iraq

- Oil collection
- Ballast water
- Biological ecological factor fishery, benthos, fauna
- Monitoring blue tide
- Fish biodiversity (coral reef)
- Monitoring (chemical, physical, biological)
- Environmental education programme
- Identify fish nursery ground
- Reduction of river flow
- Conservation of Wetland

Kuwait

- Red tide
- Sewage treatment and monitoring
- Monitoring for oil spill
- Air pollution
- Ballast water (monitoring)

Oman

- Coastal zone management
- Beach erosion
- Wet land management
- Protection for Coral, mangrove, sea glass
- Early warning system for HAB
- Fishery resource management
- Environmental education programme

Common

- Information Platform

**First Meeting of the ROPME- EBM Working Group on
the Development of the Regional EBM Strategy**

Tokyo, Japan 15-16 October 2016

Draft conclusions of the meeting

1. The Working Group will initiate **the tasks with immediate effect** to prepare the Regional EBM Strategy as described in the Terms of Reference. (agreed)
2. The Working Group recommended that the ROPME Secretariat assign **a coordinator** for the coordination of the Working Group activities. The coordinator will lead the process based on the workplan as agreed by the Working Group. (agreed)
3. The Working Group members, together with the ROPME Secretariat, will present the Regional EBM Strategy to regional and international fora including the RECOFI meetings. (agreed)
4. The EBM Working Group members will review the information **as provided by the inventory study** and submit comments by **15 November 2016** to the ROPME Secretariat. (agreed)
5. The ROPME Secretariat and JICA will liaise the Working Group members with the inventory study consultants in their respective countries.(agreed)
6. The Working Group requested the ROPME Secretariat to develop an online clearing-house mechanism to disseminate and share information on the Regional EBM Strategy. (agreed)
7. Each Working Group member will allocate sufficient time to conduct activities required to implement the activities of the Working Group **according to the adopted work plan**. (agreed)
8. The **Chair** of the Working Group meetings will be rotated among the Working Group members. (agreed)
9. The Working Group will propose **to the ROPME Secretariat** the necessary resources including financial support for the activities of the Working Group and affiliated sub-groups.(agreed)
10. The Working Group will establish a mailing list of the Working Group members for the intersessional correspondence. The mailing list will be administered by the ROPME Secretariat. (agreed)

11. The Working Group proposed that UNEP would organise a training for the working group members on communication methods (e.g. modules, festivals) to facilitate the EBM process before June 2017. (agreed)

12. The ROPME Secretariat will organise brainstorming meetings with decision makers on EBM. The participants for the meetings will be proposed by their respective countries.ⁱ (agreed)

ⁱ High-level session may be organised during the future Working Group meetings

Appendix 8 Materials of the Workshop on Communication Tool



COMMUNICATION FOR ECOSYSTEM-BASED MANAGEMENT (EBM)

Introductory Overview Workshop

Muscat, Oman • 20-21 September 2017

Session I: Introduction

Handout: Definitions of Communication for development terms *

Core terms:

Communication for development is a researched and planned process, crucial for social transformation, operating through three main strategies: advocacy to raise resources and political and social leadership commitment for development goals; social mobilization for wider participation and ownership; and programme communication for changes in knowledge, attitudes and practices of specific participants in programmes.

Advocacy is a continuous and adaptive process of gathering, organizing and formulating information into arguments to be communicated through various interpersonal and media channels, with a view to raising resources or gaining political and social leadership acceptance and commitment for a development programme, thereby preparing a society for acceptance of the programme.

Social mobilization is a process of bringing together all feasible intersectoral social partners and allies to identify needs and raise awareness of, and demand for, a particular development objective. It involves enlisting the participation of such actors (including institutions, groups, networks and communities) in identifying, raising and managing human and material resources, thereby increasing and strengthening self-reliance and sustainability of achievements made.

Programme communication is a research-based consultative process of addressing knowledge, attitudes and practices through identifying, analysing and segmenting audiences and participants in programmes and by providing them with relevant information and motivation through well-defined strategies, using an appropriate mix of interpersonal, group and mass-media channels, including participatory methods.

Additional important terms:

Empowerment is a process of facilitating and enabling people to acquire skills, knowledge and confidence to make responsible choices and implement them; it helps create settings that facilitate autonomous functioning.

Community participation refers to the educational and empowering process in which people, in partnership with those able to help them, identify problems and needs and increasingly assume responsibility for planning, managing, controlling and assessing the collective action that needs to be taken.

Participatory communication activities involve a process of dialogue and interaction in which communities and other stakeholders increase their understanding of each other's knowledge and priorities, and work to identify mutually acceptable approaches and solutions to identified problems.

Participatory research is defined as systematic inquiry conducted in collaboration with those affected by the issue being studied.

Participatory training engages learners in creative problem-solving and provides opportunities for new forms of self-expression. By involving participants in a variety of new ways of learning, learners discover talents and abilities they never knew they had. The discovery increases their self-confidence, which in turn increases participation and improves the quality of both participation and learning.

Ownership refers to direct involvement and commitment of local individuals, communities and institutions to the point where they (and not external groups) become the driving force for change.

* Source: *Communication Handbook for Polio Eradication and Routine EPI – published November 2000. Developed by UNICEF, WHO, Rotary International, BASICS and the EPI Communication/Social Mobilization Officers from Ministries of Health in Africa.*



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MINISTRY OF ENVIRONMENT AND CLIMATE AFFAIRS



COMMUNICATION FOR ECOSYSTEM-BASED MANAGEMENT (EBM)

Introductory Overview Workshop

Muscat, Oman • 20-21 September 2017

Session I: Introduction

Handout: Illustrative example of application of C4D strategies *

The following grid illustrates how the three development communication strategies can be applied to planning. It gives examples of target audiences, activities and outcomes for each strategy.

Strategy	Participants/targets	Activities	Outcomes
Advocacy	<ul style="list-style-type: none"> Political leaders Decision makers Opinion leaders 	<i>Advocacy with them through</i> <ul style="list-style-type: none"> Negotiation Joint planning/review Lobbying Special events Seminars 	<i>Advocacy/action by them for</i> <ul style="list-style-type: none"> Political will Resource allocation
Social mobilization (Partners in service delivery)	<ul style="list-style-type: none"> Ministry of health Other ministries NGOs Service clubs Media producers Advertisers Artists and intellectuals Curriculum developers 	<i>Advocacy with them through</i> <ul style="list-style-type: none"> Orientation programmes Joint planning Regular meetings Joint events Workshops Study tours 	<i>Advocacy/action by them for</i> <ul style="list-style-type: none"> Alliance formation Organizational motivation Multi-sectoral collaboration Institutional agreements
Social mobilization/Programme communication (Fieldworkers/ other partners in service delivery)	<ul style="list-style-type: none"> Health workers Teachers Extension workers Cooperative agents 	<ul style="list-style-type: none"> Interpersonal communication training Organizational motivation Recognition Feedback Supervision 	<ul style="list-style-type: none"> Improved communication with clients Improved planning High-quality services Attitude changes
Social mobilization/ Programme communication (Partners in the community)	<ul style="list-style-type: none"> Political, traditional and religious leaders Administrative authorities CBOs Women's/youth organizations Economic organizations Cooperatives 	<ul style="list-style-type: none"> Training Community mobilization, organization and participation Participatory research, planning, implementation Strengthening of existing structure, monitoring/feedback 	<ul style="list-style-type: none"> Community participation Service utilization Community ownership Community financing Empowerment
Programme communication (Users/clients)	<ul style="list-style-type: none"> Child caretakers Parents Men Women Individuals 	<ul style="list-style-type: none"> Audience research Behaviour analysis Development and use of educational materials and media Health education/ promotion by fieldworkers Training Dissemination of messages/materials 	<ul style="list-style-type: none"> Change in knowledge, attitudes and behaviour Increased and sustained demand for services Adoption of appropriate technologies Accelerated programme achievement Increased immunization coverages Disease/mortality reduction

* Source: *Communication Handbook for Polio Eradication and Routine EPI – published November 2000. Developed by UNICEF, WHO, Rotary International, BASICS and the EPI Communication/Social Mobilization Officers from Ministries of Health in Africa.*



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Why Communicate?

Why we are here ...

Can communication support Ecosystem-based Management (EBM) in ROPME Sea Area (RSA)?

HOW? Your views?

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What do we want?

Goal Marine Ecosystem in RSA
Healthy (*biodiversity*)
Productive (*for people*)
Sustainable (*now and future*)

Currently achieving? No. "Business as usual"

Alternative of Choice? EBM

Comm Challenge: How to get EBM accepted and embraced?

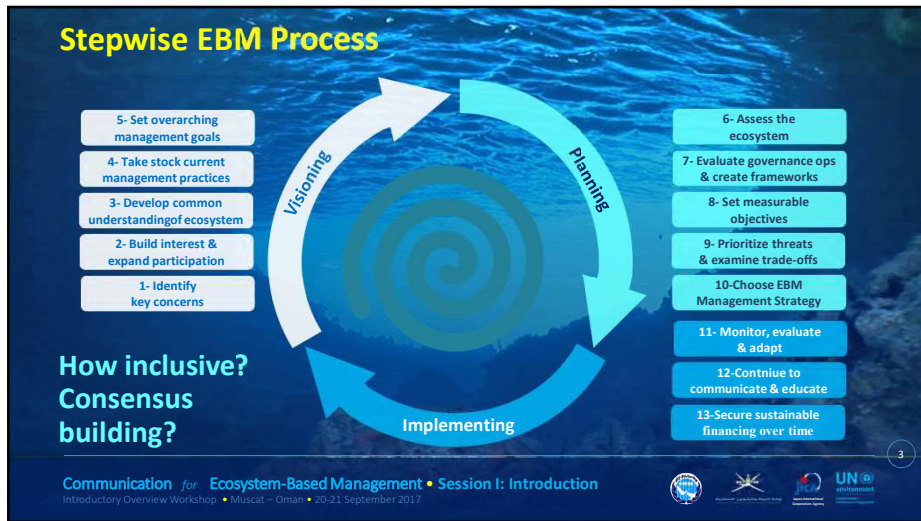
Business as Usual Scenario
Fragmented Sectoral Management Approaches

Change Transformation

EBM
Coordinated Holistic Approach

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Where does the EBM effort in RSA stand now?

Drivers ROPME - Working Group
Nationally? NFPs
mandate known? leadership accepted?

Positioning & Building credibility

Foundational Assessments Rapid Ecosystem Assessment of RSA
Baseline Study:
Organizational Stakeholders Inventory
Legislation Inventory

Investing in them for awareness raising & advocacy?

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Where does the EBM effort in RSA stand now?

Priority Areas of Action ? Ecosystem Outcomes & sector outcomes
Management Approach
Governance Structures

Justify & Communicate Choice of approach

Priority scope of Addressing? Regional
National
Local

Justify & Communicate Choice of approach

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Assessment confirms necessity/urgency of Change?

Business as Usual Scenario not sustainable

Key Challenges
Leaders' awareness of risk
Capacity to assess and manage risks
Legal frameworks
Stakeholder engagement (NGOs)
Investment in R&D & HR
Transboundary cooperation
Capitalization on "positive deviance"
Sectoral challenges

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Priorities agreed in last WG meeting

Preliminary Priorities

1. Conserving & sustainably managing biodiversity
2. Climate change mitigation and adaptation
3. Integrated coastal area management
4. Pollution mitigation and control
5. Sustainable fisheries & aquaculture
6. Prevention/control of Invasive species and HABs

Need to Reconsider?

- A. Effective implementation of legal instruments
- B. Capacity development

Assessment makes 25+ strategic recommendations

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Communication for Development

...is the **strategic use of communication to influence policy and promote social transformation and positive behavioural change**

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Communicating for Results: three key strategies

researched & planned process, crucial for social transformation operating through 3 strategies

Advocacy
Social Mobilization
Communication for Behavioural/Social Change

process - people targeted - purpose

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Advocacy

Process: gathering, organising & formulating information into arguments

People: political and social leaders

Purpose: leadership acceptance/commitment to development outcome
securing resources
promoting society's progress toward that outcome over the long term

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Social Mobilization

Process: bringing together all inter-sectoral social partners and allies to determine needs & raise awareness of /demand for development outcome

People: institutions, groups, networks & communities relevant to identifying, raising, and managing human and material resources

Purpose: strengthen engagement in achieving development outcome

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Programme Communicating

Process: researched, consultative process addressing knowledge, attitudes & practices of specific participant groups employing strategies & messages, through a mix of interpersonal channels appropriate to the groups

People: specific groups of programme participants

Purpose: develop and/or change behaviours that have impact on development outcome

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Distinction ...

Communicating for Results
Communication for Development – C4D

Communicating about Results
External Relations/Corporate Communication

Which is more important to the EBM effort, now ?

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Illustrative example form the UN

Media/External Comms	C4D
<ul style="list-style-type: none"> Corporate communication: Visibility/brand/image management Consistent "voice" to the UN's many publics Awareness on broader development issues; human face on issues Resource mobilization? 	<ul style="list-style-type: none"> Public advocacy: voices of communities/marginalized groups Social mobilization: engage civil society, social networks, faith-based organizations Behaviour change communication: households, communities, opinion leaders Communication for social change: influence social norms
<ul style="list-style-type: none"> ✓ Internet ✓ ICT platforms ✓ Broadcast media, media relations ✓ Celebrity management ✓ Flagship publications 	<ul style="list-style-type: none"> ✓ Mix of methods, tools, channels – including traditional, inter-personal, mass media, electronic media

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Employing tools appropriate to level ...

NATIONAL LEVEL ADVOCACY	decision makers, donors: policy change, political will, resource mobilization
PARTNERSHIPS	mobilization of high level spokespersons, stakeholders, celebrities, INGOs, civil society, religious leaders
MEDIA MOBILISATION	appropriate engagement with media outlets, influence programming, editorial policy and direction
MASS MEDIA	promote positive social and behavioural norms, wide-spread diffusion of information and ideas
SUB-NATIONAL LEVEL LOCAL LEVEL ADVOCACY	local authorities: local resource allocation, supportive environment for programme activities
SOCIAL MOBILIZATION	participation and action of community groups, service delivery systems, community support to households
COMMUNITY & HOUSEHOLD LEVEL COMMUNICATION	inform, influence, inspire and support communities/HHS for adoption and sustained practice of desired behaviors

Comm 4 Dev → E R/Corporate Comm

UNDP Communication Toolkit

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Strategic Communication Planning

Starting with the end in mind ... and optimizing resources to reach that end

We are here → What do we need to do to get there? → We want to be there

“When used purposefully and in a planned manner to support and promote clear objectives (business or development), communication is described as strategic”

UNDP Communication Toolkit

Conceived within a planned programmatic context
Programme results define the communication strategy

UNDP Communication Toolkit

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Three complementary areas

Internal communication
for coherence, effectiveness and efficiency

External communication
for organizational positioning & identity

Communication for Development
for supporting policy advocacy, stakeholder engagement and behavioural change/social transformation

UNDP Communication Toolkit

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UNICEF’s ACADA Communication Planning Model

Assessment
Situation Report

Communication Analysis
Problem Analysis/Statement
Behavioural Analysis
Participant Analysis
Channel Analysis
Comm Objectives
Indicators
M&E

Research
Formative Research

Design
Development: Materials, Messages, Dissemination Plan, Training Plan, M & E Plan
Draft Action Plan
Select/Determine: Partners/Roles, Channels, Approach, Strategies & Activities
Strategy Plan: Advocacy, Social Mobilization, Programme Comm

Action
Implementation Plan

Evaluation
Adjust existing programme

Monitoring

UNDP Communication Toolkit

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Johns Hopkins P- Process Planning Model

Developed by Johns Hopkins Bloomberg school for Public Health for its Population Communication Services Project

Analysis
Strategic Design
Development & Testing
Implementation & Monitoring
Evaluation & Reporting

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Many Models ... Common Logic

1. Why communicate?
What do we want?
2. Who do we communicate with?
Who can make it happen?
3. What do we communicate?
What do they need to hear?
4. Who communicates?
Who do they need to hear it from?
5. How do we communicate?
How do we make sure they hear it? How do we take action?
6. How do we tell if it is working?
How to monitor? How to evaluate?

Can we do it?
What do we have? What do we need?

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Discussion Questions Comments Views

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COMMUNICATION FOR ECOSYSTEM-BASED MANAGEMENT (EBM)

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Session III: Stakeholder Mapping

Practical Exercise

Our goal is to move towards implementing EBM, recognizing that it is as much a “process” as it is an “endpoint,” and that there are multiple pathways to implementing it. We basically want to move from a status quo of **No/Low EBM** to an interim phase of **Incremental EBM** and striving for a final goal of **comprehensive EBM**. We need to examine the people and institutions who can help us make this happen.

STEP I Stakeholder Identification (individuals, groups & institutions)

Considering the goal above, consider:

- Who is likely to gain from the proposed changes?
- Who might be adversely affected?
- Who has the power to make the changes happen?
- Who complains about the issue?
- Who are the vulnerable groups that may be affected by the project?
- What are the relationships between the individuals, groups and institutions identified?

If already shared, you may wish to use the EBM Stakeholder Directory that was developed by JICA, possibly also considering comments on it made in the Rapid Ecosystem Assessment conducted by SOES (pages 125-127).

STEP II Stakeholders' Interest – Alignment – Influence

For each of the identified stakeholder

Interest: consider,

- What interest do these groups or individuals may have in EBM?
- What are the stakeholders' expectations of EBM?
- What benefits are likely to result from EBM for the stakeholders?
- What resources might the stakeholders be able and willing to mobilize for EBM?

Alignment: consider,

- What stakeholder interests align/conflict with EBM goals?
- Does the stakeholder publicly support or oppose the issue?
- Is the public support or opposition different from private support or opposition?
- Has the stakeholder's position changed over time? If yes, how?

Assess stakeholder's support or opposition to EBM. Give a score of 1-5

1= strong opponent, 2= medium opponent, 3= neutral, 4= medium ally, 5= strong ally,

Influence: consider,

- What is the political, social and economic power and status of the stakeholder?
- How well is the stakeholder organized?
- What control does the stakeholder have over strategic resources?
- What level of informal influence does the stakeholder have?

Assess stakeholder's potential influence on EBM. Give a score of 1-5

1= no influence, 2= some influence, 3= moderate influence, 4= significant influence, 5= very influential

STEP III Mapping

- On the provided grid, using the scores assigned (alignment and influence), locate each stakeholder's position

STEP IV Categorization (Strategies to address)

Examine the implications of stakeholders' placement on the grid.

- Why are some stakeholders more powerful than others?
- Are there any patterns in terms of which stakeholders are opposed and which ones are allies?

Consider strategies that should be developed, to address categories of stakeholders

- To move opponents and make them less opposed, passive opponents or even allies.
- To move institutions and individuals that are neutral to become allies.
- To increase the strength of allies without power.
- To persuade passive allies with power to provide levels of credible support and become active.
- To influence active opponents to become passive opponents.

STEP V Audience Analysis

Target audience are individuals or institutions that have the power to bring about change.

It is important to:

- Pick ones –allies & opponents– that have the power to make the desired change happen.
- Pick only a few targets to direct energy and focus.
- Pick ones that might be able to influence each other.
- Focus on ones that you have the ability to influence

For each target audience:

- State interest
- Record level of influence and alignment
- Assess their level of knowledge of EBM (very high, high, medium, low, none)
- action desired from the target (state action desired)



**COMMUNICATION FOR ECOSYSTEM-BASED
MANAGEMENT (EBM)**

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Session III: Stakeholder Mapping
Assessment: Interest, Alignment & Influence

Stakeholder's name	Interest (Explain)	Alignment Score	Influence Score	Comments

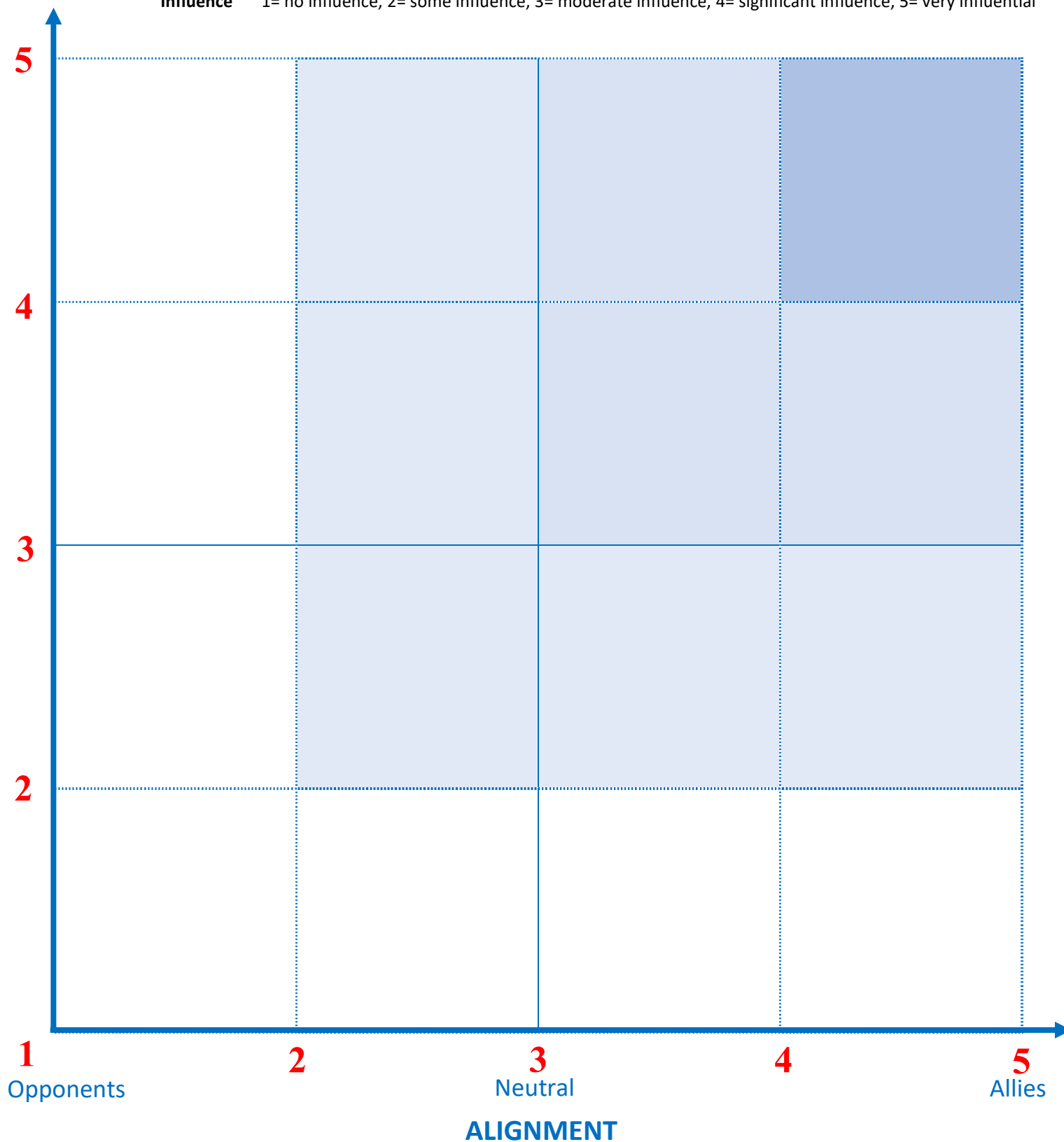
Alignment 1= strong opponent, 2= medium opponent, 3= neutral, 4= medium ally, 5= strong ally,
Influence 1= no influence, 2= some influence, 3= moderate influence, 4= significant influence, 5= very influential



Session III: Stakeholder Mapping
Mapping and categorization

INFLUENCE

Alignment 1= strong opponent, 2= medium opponent, 3= neutral, 4= medium ally, 5= strong ally,
Influence 1= no influence, 2= some influence, 3= moderate influence, 4= significant influence, 5= very influential



- List priority stakeholders that you would apply the following strategies to
- Move opponents and make them less opposed, passive opponents or even allies**
- Move institutions and individuals that are neutral to become allies**
- Increase the strength of allies without power.**
- Persuade passive allies with power to provide levels of credible support and become active**
- Influence active opponents to become passive opponents**



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Session III: Stakeholder Engagement

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People at the center of EBM

Human activities are central to ecosystem management

Stakeholders are **people** and **institutions** (people within) who have a **stake** in (something to gain or lose from) the **change you are proposing** (e.g., adoption & embrace of EBM as management approach of choice)

Stakeholder Analysis is a technique to identify key people who are or have to be convinced that management actions you are proposing will benefit their definition of successful management

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Stakeholder Roles

in ... *potential roles stakeholders may play*

PLANNING	problem identification situation analysis	priority setting approval
RESOURCE ALLOCATION	advisory monitoring	decision making reporting
REGULATION	monitoring permitting	reporting

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Stakeholders Engagement is about citizens participation

je participe
tu participes
il participe
nous participons
vous participez
ils participent

Citizen Power

Tokenism

non-participation

Citizen Control

Delegated Power

Partnership

Placation

Consultation

Informing

Therapy

Manipulation

high

co-solution

2-way flow

low

expert-led

1-way flow

degree of power sharing

decision making

information

3

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Identifying Stakeholders

Who Who is likely to gain from the proposed changes?
Who might be adversely affected?
Who has the power to make the changes happen?
Who complains about the issue?
Who are the vulnerable groups that may be affected by the issue?
What are the relationships between individuals, groups & institutions identified?

Stakeholders may be people and/or organisations or institution.
Communication occurs with people. You need to identify the **correct people** (individual stakeholders) in a stakeholder organisation/institution

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Stakeholders Interest

What interest may these groups or individuals have in the propose change (EBM)?

What are the stakeholders' expectations of the propose change (EBM)?

What benefits are likely to result from the propose change (EBM) for the stakeholders?

What resources might the stakeholders be able and willing to mobilize for the propose change (EBM)?

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Stakeholders Support or Opposition

What stakeholder interests align/conflict with EBM goals?

Does the stakeholder publicly support or oppose the issue?

Is public support or opposition different from private support or opposition?

Has the stakeholder's position changed over time? If yes, how?

Extractive Industries

Climate Change

Energy

Health

Biodiversity

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Stakeholders Influence

What is the political, social and economic power and status of the stakeholder?
 How well is the stakeholder organized?
 What control does the stakeholder have over strategic resources?
 What level of informal influence does the stakeholder have?

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Stakeholders Mapping

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Stakeholders as Audience

We focus on individuals (or institutions) that have the power to bring about change as out target audience

It is important to:

- Pick ones –allies & opponents– that have the power to make the desired change happen
- Pick only a few targets to direct energy and focus
- Pick ones that might be able to influence each other
- Focus on ones that we have the ability to influence

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Stakeholders as Audience

For each target audience

Target Audience	Interest in the issue	Current level of opposition or support	Influence over the issue	Importance	Level of knowledge of the issue	What do we need from them	Strategy to enhance their support	What is important to them
Target 1								
Target 2								
Target 3								

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Context Sensitivity

Communicate early and often (as appropriate) with stakeholders to build support and ensure they understand benefits of your proposed change/project.

Be sensitive to local, cultural, institutional context sensitivities

Some settings, open discussion is appropriate and positive

In other settings, such a discussion might violate traditional or expected roles

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Issues to consider

Communicate Carefully identify and categorize your stakeholders

Don't include people without a role among your stakeholders

Keep your stakeholders informed (maintain regular communication)

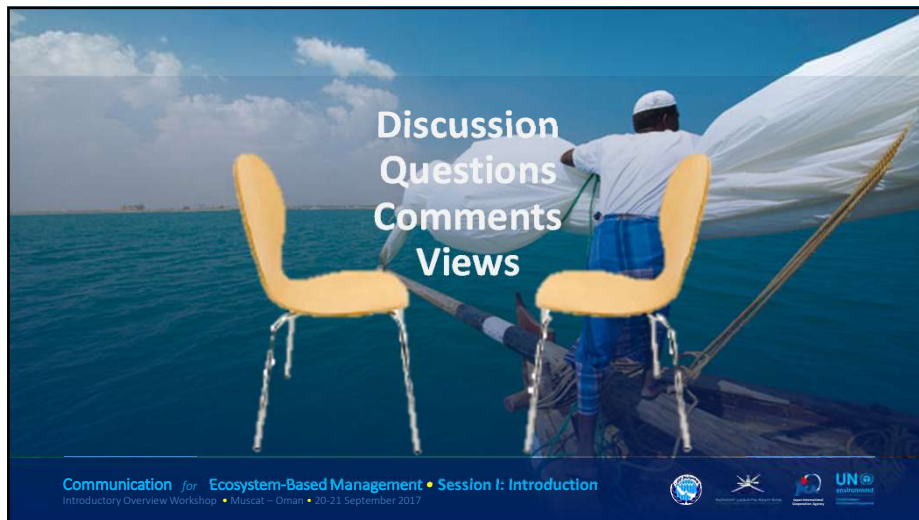
Where possible use existing stakeholders forums

12

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14



Discussion Questions Comments Views

15

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COMMUNICATION FOR ECOSYSTEM-BASED MANAGEMENT (EBM)

Introductory Overview Workshop

Muscat, Oman • 20-21 September 2017

Session IV: Messaging

UNICEF – Issue-Action-Impact Structure for organizing information *

ISSUE–ACTION–IMPACT

“**Issue–Action–Impact**” is a simple and direct framework to use for arranging any form of communication about UNICEF. It is a reliable model to follow in conveying the messages you want to get across, in a way that an audience will understand and remember. It is useful no matter the length of your document, film or presentation.

The “Issue–Action–Impact” approach demonstrates UNICEF’s clarity of understanding in identifying problems, the vigorous action it takes based on that understanding and the impact its actions have.

“**Issue**” is an account of the facts about something that concerns us. It allows us to present UNICEF’s unique analysis of a problem or situation. And it shows how those facts represent either an opportunity for or an obstacle to UNICEF’s changing the world with children. Our concern about an issue inspires us to take action.

“**Action**” is what UNICEF chooses to do in response to those facts, or what we advocate should be done. Recounting our action demonstrates that we are the driving force that builds a better world for children.

“**Impact**” is the result of what UNICEF and others have done, or will do. The impact should read as the inevitable conclusion of the action taken in response to an issue. The impact should be seen to contribute to the goal to Advance Humanity.

“Issue–Action–Impact” is especially effective in demonstrating that UNICEF consistently adopts a results-driven approach to programming. Writing within this template leaves the reader with a strong impression of an organization driven by its own strong values, and one able to achieve measurable results.

This structure for organizing information also conforms precisely to results-based management as called for in the Medium Term Strategic Plan. It is, in fact, simply a condensed version of the country programme and project process, containing the same elements that define the cycle of situation analysis and assessment: planning; implementation; and monitoring and evaluation.

* Source: *UNICEF BRAND BOOK – UPDATE DATED 14 JANUARY 2003*



1

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Information vs. Communication

Crafting effective ways to explain a position – often called “messaging” – is an important tool of effective communication.

The act of creating explanations or “pushing” information, even if in persuasive ways, is not communication.

Information dissemination is often done without any contact or dialogue with the constituents about the subject at hand. It is one-way. True communication is two-way. It requires active listening.

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Messaging is tailored to specific audiences

Developing clear, concise and persuasive messages that address stakeholder questions and concerns is key to effective communication

Messages should never be crafted until you have researched your audiences carefully

Messages that address stakeholder concerns should be based on a good understanding of what the target audience most needs to know or most wants to know.

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4

Key considerations

Most important is determining:
 who the message is for (target audience)
 what you want them to do (call to action)

Messages vary according to different target audiences and the channels that will be used in dissemination

Messages are about persuasion - they must resonate with the audience and be convincing both in terms of content and delivery

Messages should be supported with convincing evidence

3

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Elements of a good message

Clear plain language - no Jargon

Concise short - to the point in less than 60 sec

Consistent repeated often

Convincing data and stories

Compelling says something

4

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Attention is the target

It is not easy to reduce complex issues facing the ecosystem to one simple statement.

But it must be done. Complex, overly technical messages do not grab attention.

Once you have the attention of your audience you will have more opportunities to explain the issue in detail.

Failing to communicate a clear and compelling message in less than 60 sec risks losing a person's attention, interest or support

5

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Developing the message

Messages can be primary and secondary.

A Primary message is the most compelling statement to all audiences

Secondary messages reinforce the primary message to particular audiences

They often explain *how* the objective of the primary message will be met.

Several secondary messages may be tailored to the specific needs of an audience

6

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Issue-Action-Impact Framework

Developed and employed consistently and effectively by UNICEF across a range of issues concerning children

Organizes and presents information in a manner that is easy for audience to understand and remember

Demonstrates results driven approach to programming. Reflects an organization's focus on achieving concrete, measurable results

7

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9

Primary Message

Issue

Account of fact about a development situation that concerns us

Presents our unique analysis of the problem or the situation

Demonstrates how those facts present an opportunity or an obstacle to development

Concern inspires action

8

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10

Primary Message

Action

Presents what we choose to do in response to the facts or what we advocate that it needs be done

Presents a solution (or partial solution) to the problem (the issue of concern)

Focus on action can position us as a principle driver of the development outcome (e.g., ecosystem health, productivity and sustainability)

9

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11

Primary Message

Impact

Highlights what we want to achieve as a result (or partial result) of the action

Should clearly demonstrate how the result contributes to the enhancing the desired development outcome (e.g., health, productivity and sustainability of the ecosystem)

10

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12

Primary Message

Issue-Action-Impact messaging is enhanced by adding evidence and example

Evidence supports the analysis of “issue” statement with easy to understand facts and figures, using audience-oriented language

Example adds a human face that can be effective in communicating the message

Issue + Action + Impact → Issue + Evidence + Evidence + Action + Impact

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Primary Message (pitch version)

In some cases, it is useful to have a **one-sentence version** of your primary message so that you can transfer the main point of the message in a matter of seconds (20-30sec)

Examples: TV interviews (soundbite)
Unexpected encounter with a stakeholder of high-influence at an event or in the elevator (elevator pitch)

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Messaging Practice

What we want EBM adopted and embraced as management approach of choice to achieve ecosystem health, productivity and sustainability

Who can make it happen

- 1- Most influential decision maker (ally)
- 2- Most influential institutional partner (ally)
- 3- Most influential institutional partner (opponent)

Use “I+E+E+A+I Framework”

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Messaging Exercise

Use “I+E+E+A+I Framework” to develop your **primary message**

Develop a **pitch version** of your primary message

For **each of the three audiences**, develop **2 secondary messages** to enforce the primary message in areas of particular importance to them

You will present all **8 messaging products** to the whole group

Language: translate your primary message to Farsi/Arabic. **Easy?**

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17

Ecosystem-Based Management

Diane Klaimi

"An approach that goes beyond examining single issues, species, or ecosystem functions in isolation." - UNEP

1

1

Subprogramme Ecosystem Management

Healthy Ecosystems for multiple needs

April 2015

UNEP

2

Plethora of terminologies

Climate smart landscapes, ecosystem approach, ecosystem based management, ecosystem based adaptation/mitigation, ecosystem management approach, landscape approach, sustainable forest management, sustainable land management etc

=> All have the same principles: meet multiple needs while maintaining long-term ecosystem health

UNEP

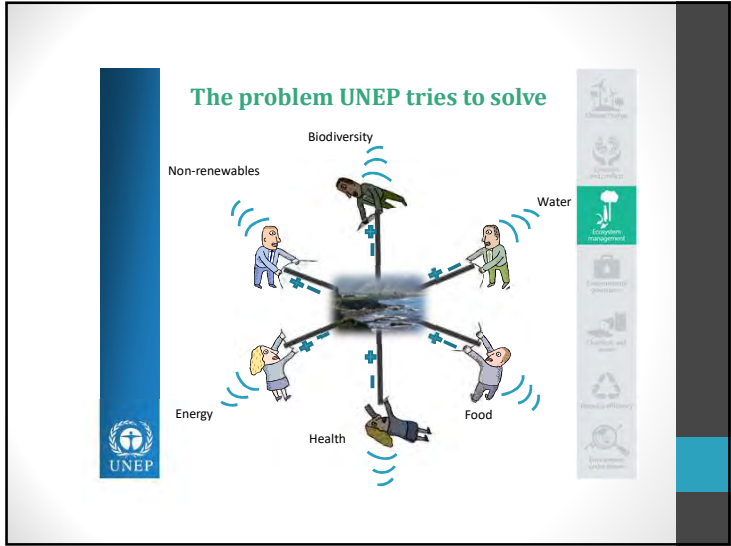
3

The ecosystem approach

- **Ecosystems have in common:**
 - multiple stakeholders
 - multiple purposes / goals
- **The ecosystem approach is about:**
 - negotiating values, priorities and trade-offs
 - comparing apples and oranges!
 - taking action
 - evaluating progress
 - with a general view to "maximize outcomes"

UNEP

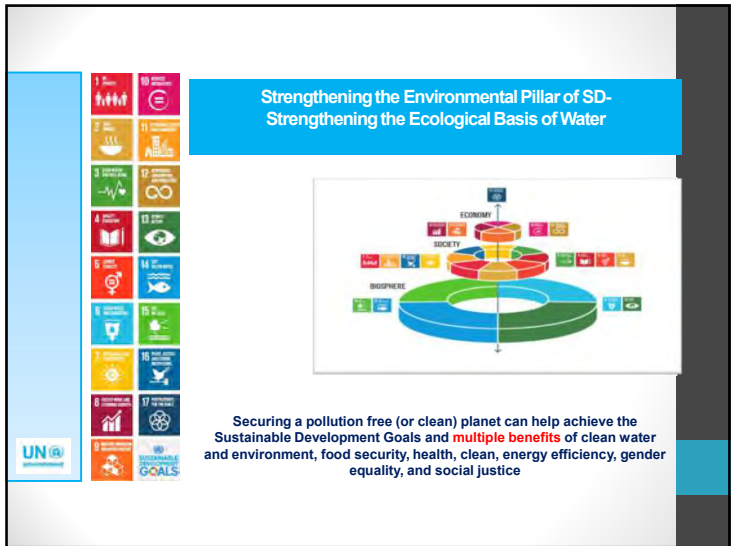
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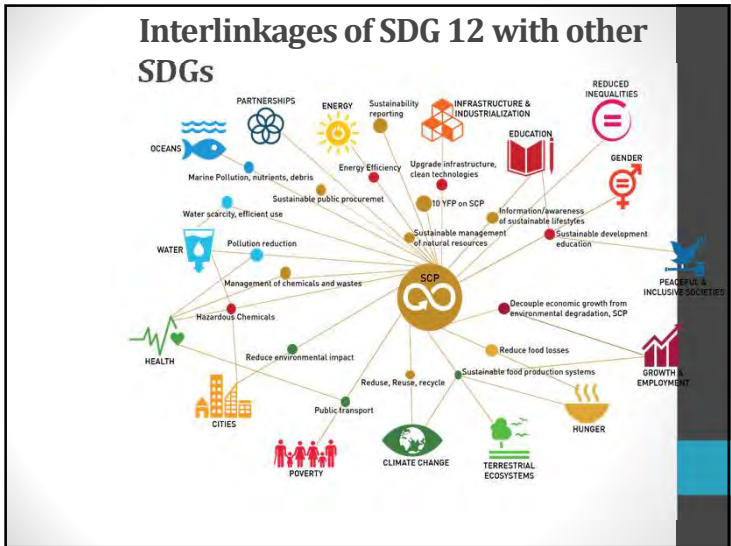
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6



7



8

SDG 14 FROM LAND TO SEA

Protecting our oceans and coasts is not just the responsibility of coastal cities. Any urban activity within river basins can affect the oceans, such as the discharge of sewage or industrial wastes into rivers. Urban sanitation and solid waste management are essential to reducing coastal zone pollution

9

Integrated approach

Sustainable development – has always coupled people and planet issues, but economic growth seen as a measure of well-being and prosperity. This is a key challenge to integration

Transforming our world
Integration for people, planet and prosperity, fostering peaceful, just and inclusive societies through a new global partnership

10

The Ecosystem.

11

The Spectrum.

- No EBM or Low EBM**
 - Individual species management.
 - Single sector management.
 - Restricted scale management.
 - Short-term perspective.
- Incremental EBM**
 - Managing groups of species.
 - Integrated management of two sectors.
 - Coordinated management at local and state levels.
 - Medium-term perspective: Thinking 5 years ahead.
 - Managing activities with commodities in mind.
- Comprehensive EBM**
 - Managing whole ecosystems.
 - Integrating all sectors that impact, or are impacted by, the ecosystem.
 - Coordinated management at all levels relevant to the ecosystem.
 - Long-term perspective: Thinking 20 years ahead.
 - Managing activities with system functioning in mind.

12

The Services.

Mangroves and saltmarshes act as natural filters, trapping harmful sediments and excessive nutrients.

Scenic coastlines, islands, and coral reefs offer recreational opportunities, such as SCUBA diving, sea kayaking, and sailing.

Estuarine seagrasses and mangroves provide nursery habitat for commercial targeted fish and crustacean species.

Healthy rivers provide drinking water for communities and water for agriculture.

Streamside vegetation reduces erosion and traps pollutants.

Offshore reefs create sand and protect the shoreline from severe storms.

Healthy coral reefs are hotspots of marine biodiversity and can be a source for new medicines and health care products.

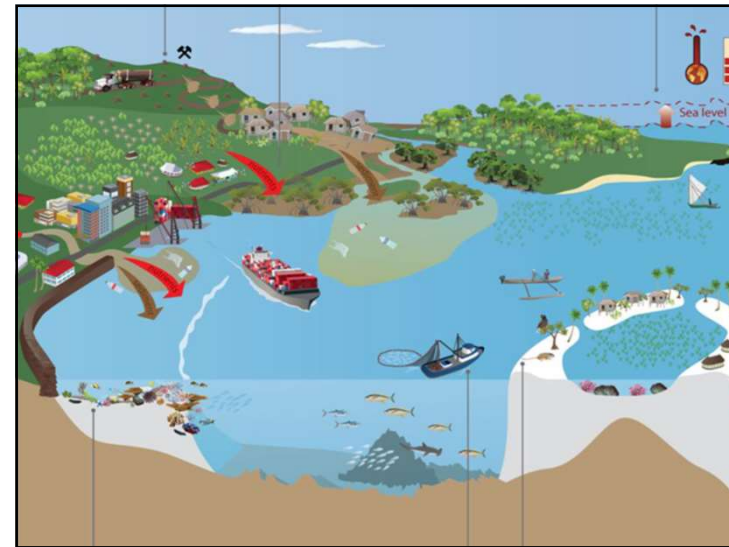
Sustainable fisheries provide food, create jobs, and support local economies.

Offshore energy provides power to support coastal development.

Marine ecosystems including seagrasses, mangroves, and saltmarshes act as carbon sinks, reducing greenhouse gases.

13

13



14

The Development.

Human activities that take place within an ecosystem often overlap with each other, and their impacts can be intensified as a result.



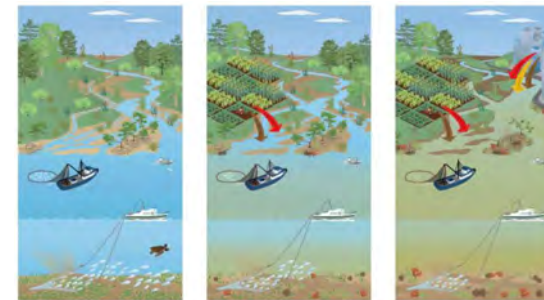
Water Quality



15

15

The Impacts.



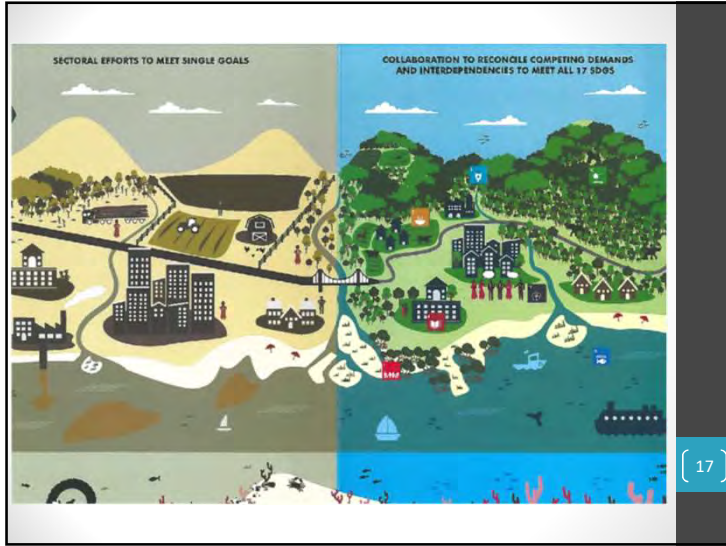
Intensive fishing.

Intensive fishing and agriculture.

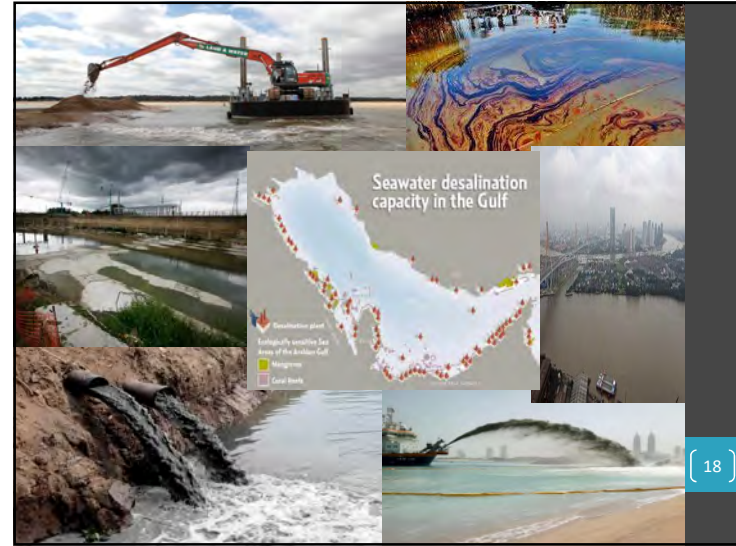
Intensive fishing + agriculture + coastal development.

16

16



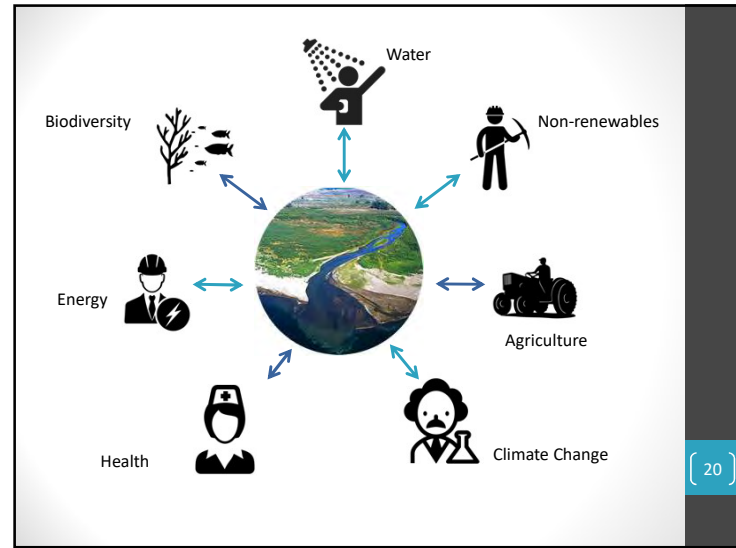
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18




19



20

Moving Toward EBM.



Three Phases of EBM

Visioning


Planning

Implementation

Moving toward EBM starts with **recognizing** weaknesses in existing management.

A key factor in making the process of EBM work is **acknowledging** the complexity of EBM.


Clear **communication and transparency** in decision-making is critical for success in EBM. It is key to plan ahead and identify stakeholders who will commit to the duration of the EBM process.



[21]

21

The Three Phases.



Visioning

Building the Foundation.

Planning

Chart the EBM Process.

Implementation

Apply and Adapt.

- Monitor, evaluate, adapt.
- Communicate and educate.
- Secure sustainable financing over time.

[22]

22

The Necessary Conditions for Stakeholder Engagement.

- 1) Inclusiveness & equity.
- 2) Clarity of goals, transparency, and accountability.
- 3) Capacity and information.
- 4) Efficiency and effectiveness.
- 5) Institutionalization, structuring, and integration.
- 6) Adaptiveness.




[23]

23

Stakeholders: Who is involved?

- Governmental ministries
- Private sector
- Scientific community
- Non governmental organizations
- Indigenous and local communities
- Women
- Industry



[24]

24

Concluding Thoughts

Ecosystem-Based Management is a process that uses ecosystem science – our knowledge of the connections among living organisms, natural phenomena, and human activities – as well as economic science and social science. Deriving this knowledge in a participatory way, and using it to determine priorities and drive integration of management across all sectors, is the essence of EBM. By doing so, we can ensure that those uses are sustainable for society and the environment over the long term.



[25]

25

References & Illustration Credits

- Taking Steps toward Marine and Coastal Ecosystem-Based Management. – *Tundi Agardy, John Davis, Kristin Sherrod, Ole Vestergaard.*
- Slide 4-5-6. Taking steps toward Marine and Coastal Ecosystem-Based Management.
- Slide 4 . Sun wire connection - Adam Terpening
- Slide 4. Urban Landscape Loana Bitin
- Slide 7. UNEP Ecosystem management brochure
- Slide 8. Corporate Communication Alexander Moers

[26]

26

Dear xxx,
As per our ICA, attached the RS to facilitate the suballotment from DEPI to DCPI (cc 11206) for water bottles at UNEA2 (US\$xxx excl PSC). Our FMO in cc, can help you to facilitate the suballotment.

Please let me know if there are any questions.


Best regards,
Nicky

1

STORIES MATTER.

Stories are memorable in a way that statistics aren't.

We are twenty-two times more likely to remember a story than fact.

A cartoon illustration of a bald man with a large nose, wearing an orange shirt and dark pants. He is standing with his right hand on his chin, looking thoughtful.

2

- Stories stimulate and engage the human brain, helping the speaker connect with the audience and making it much more likely that the audience will agree with the speaker's point of view

Storytelling is the ultimate tool of persuasion

3

PERSUASION

- Ethos, or credibility; • 10%
- Logos, or the means of persuasion through logic, data, and statistics; and • 25%
- Pathos, the act of appealing to emotions. • 65%

4



5



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Session IV: communication/Advocacy Planning Worksheet

Impact									
What we want to happen									
Goal (SMART)									
Interim Outcomes (SMART)									
Who can make it happen?	Target Audience 1			Target Audience 2			Target Audience 3		
Target Audiences									
What do they need hear	Target Audience 1			Target Audience 2			Target Audience 3		
Primary Message									
Secondary Messages									
Who to hear it from?	Target Audience 1			Target Audience 2			Target Audience 3		
Messengers									
How to get them to hear it	Target Audience 1			Target Audience 2			Target Audience 3		
Approaches & Opportunities									
Action Plan	Responsible	By when	budget	Responsible	By when	budget	Responsible	By when	budget
Activity 1									
Activity 2									
Activity 3									
Activity 4									



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Session IV: communication/Advocacy Planning Worksheet

Impact What we want to happen	
Goal (SMART)	
Interim Outcomes (SMART)	

Target Audience

Action Plan	Milestones Target date	Progress Acheived	Obstacles Faced	Finacial delivery # & %	Outcome on Track? %
Activity 1					
Activity 2					
Activity 3					
Activity 4					



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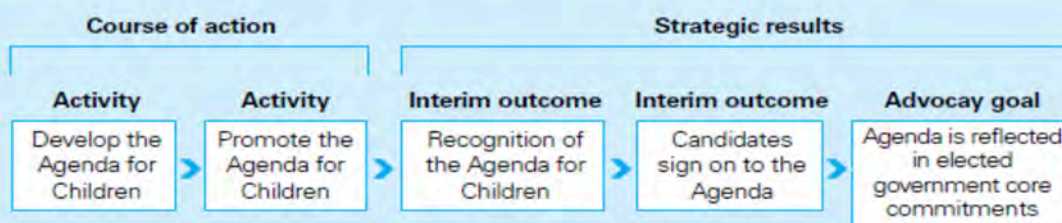
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CASE STUDY UNICEF Tanzania

This case study aims to show what may be measured and how in the context of real-life UNICEF advocacy efforts. The case study has a brief description of the advocacy effort, the program logic/theory of change that underlines the example, and a hypothetical logframe to illustrate what may be measured and how. Activities, outcomes, indicators are based on information presented earlier in this

window of opportunity in the political environment – or ‘policy window’ – that could be capitalized on to draw visibility to their issues and push for changes or reforms. In the section on theories of change in Chapter 3, this theory was referred to as the ‘policy windows approach’. The figure below illustrates the logic of UNICEF Tanzania’s approach:



chapter; methods are discussed in chapter 4 as well as in a special M&E Companion to the Advocacy Toolkit.

Using elections as entry points

In many countries, including the United Republic of Tanzania, UNICEF has used elections as an opportunity for defining and packaging a five-year advocacy agenda for children. The agenda to advance specific priorities for children is non-partisan; in effect, the issues are running for election.

In the case of Tanzania, this has become an opportunity for advancing child participation as well as collaboration with a wide range of partners on the Agenda for Children 2010 – which packages all of UNICEF’s key advocacy goals within one brand. The goal is to have issues from the agenda reflected in political party manifestos. The Agenda for Children 2010 is expected to become part of the core commitments of the elected Government, and this will then be tracked in the future.*

Programme logic/theory of change

UNICEF Tanzania viewed upcoming presidential and legislative elections as a time-limited

Ultimately, UNICEF Tanzania’s goal was to get their policy agenda for children, which lays out a series of specific recommended investments, incorporated into government commitments and action. They saw upcoming elections as an opportunity to educate candidates and political parties in the country on those issues and recommendations, and to urge them to take a public position on them. Specifically, UNICEF Tanzania wanted the candidates in the elections to sign a commitment to back their agenda.

To gain visibility for the agenda, UNICEF Tanzania packaged it in a way that was easy to understand and follow, with 10 recommended investments – the Agenda for Children. Packaging also made it more difficult for candidates to support some, but not all, recommended investments. The agenda slogan was “Tuwape nafasi viongozi wanaojali watoto kwa kutetea haki zao” (Let’s give a chance to leaders who care about children by defending their rights). Advocates promoted the agenda in multiple ways, including having children as spokespersons. Every month, UNICEF Tanzania published the names of candidates who pledged their support.

* As discussed by UNICEF’s Policy Advocacy Community of Practice



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TOOL 17. Using logical frameworks

The example provided is a case study from UNICEF Tanzania

Results	Measures or indicators	Baseline	Targets	Means of verification	Assumptions
GOALS					
What results are needed for success?	What measures will indicate success in achieving the outcome?	Where is the indicator now?	How far do you want to move the indicator?	How will you get the indicator data?	What could skew the results?
Goal: Agenda for Children is reflected in elected government core commitments	# of agenda goals incorporated into post-election government commitments over the next three years	Started at zero, as the agenda is new and elections have not occurred	At least 8 of 10 goals are reflected in core commitments within three years	Policy tracking on government core commitments Critical incident timeline of commitments	Unexpected crises or other events could impact commitment to the agenda once elected
INTERIM OUTCOMES					
What results are needed for success?	What measures will indicate success in achieving the outcome?	Where is the indicator now?	How far do you want to move the indicator?	How will you get the indicator data?	What could skew the results?
Interim outcome: Recognition of the Agenda for Children	% of high-profile individuals in Tanzania who know about the agenda post-promotion	Started at zero, as the branding for the agenda is new	75% of high-profile or individuals asked know the Agenda	Bellwether interviews OR Research panel of high-profile individuals	Individuals could confuse the Agenda for Children with other child-related advocacy efforts
Interim outcome: Political candidates take positions on Agenda for Children	# of candidates who sign onto the Agenda for Children before the election	Started at zero candidates	All candidates publicly support the Agenda for Children goals	Document review of the signed agenda/ petition	Candidates may want to sign onto some but not all 10 Agenda for Children items
ACTIVITIES					
What must be done to achieve the interim outcomes?	What measures (outputs) will indicate success on the activity?	Where is the output now?	How far do you want to move the output?	How will you get the output data?	What could skew the results?
Activity: Develop the Agenda for Children	Agenda developed # partners signed on	Started at zero, as agenda had not been developed	Completion of the Agenda for Children 10 partners signed on	Existence of completed document	Partners might agree on some, but not all 10 agenda investments
Activity: Promote the Agenda for Children	# events held # promotional materials submitted # meetings with candidates for election	Started at zero because agenda was new	10 events 500 promotional materials submitted Meetings with all candidates	Review of UNICEF records AND UNICEF tracking	Budget limitations could impact events and materials distribution



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Sample: Advocacy activities, Interim Outcomes, Goals. and Impact and their measurement indicators
from UNICEF Advocacy Toolkit

IMPACTS (FOR CHILDREN AND WOMEN)		
Improved services and systems	Programmes and services that are higher quality and more accessible, affordable, comprehensive or coordinated	<ul style="list-style-type: none"> • Indicators depend on the specific policy goal; the following are examples: • More programmes offered • Easier access to programmes or services • Higher-quality services • More affordable services
Positive social and Physical conditions	Better circumstances and surroundings for people, communities or society in general	<ul style="list-style-type: none"> • Indicators depend on the specific policy goal. For example, Indicators might focus on: • Decreased child mortality • Primary school attendance and enrolment • Access to safe drinking water and sanitation • Fewer children involved in child labour
GOALS		
Policy development	Creating a new policy proposal or policy guidelines	<ul style="list-style-type: none"> • New proposals or guiding principles developed
Placement on the policy agenda	Appearance of an issue or policy proposal on the list of issues that policymakers give serious attention	<ul style="list-style-type: none"> • Policies formally introduced
Policy adoption	Successful passing of a policy proposal through an ordinance, ballot measure, legislation or legal agreement	<ul style="list-style-type: none"> • Policies formally established
Policy blocking	Successful opposition to a policy proposal	<ul style="list-style-type: none"> • Policies formally blocked
Policy implementation	Proper implementation of a policy, along with the funding, resources or quality assurance to ensure it	<ul style="list-style-type: none"> • Policies implemented or administered in accordance with requirements
Policy M&E	Tracking a policy to ensure it is implemented properly and achieves its intended impacts	<ul style="list-style-type: none"> • Funding established to formally monitor or evaluate policies
Policy maintenance	Preventing cuts or other negative changes to a policy	<ul style="list-style-type: none"> • Funding levels sustained for policies or programmes • Eligibility levels maintained for policies or programmes
New donors	New public or private funders or individuals who contribute funds or other resources for a cause	<ul style="list-style-type: none"> • Number of first-time donors • New donors offering financial versus in-kind support • Average dollars given by new donors
More or diversified funding	Amount of dollars raised and variety of funding sources generated	<ul style="list-style-type: none"> • Number of overall donors • Types of donors (individual, philanthropic, corporate) • Dollars donated to support advocacy efforts • Revenue earned to support advocacy efforts



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Sample: Advocacy activities, Interim Outcomes, Goals. and Impact and their measurement indicators
from UNICEF Advocacy Toolkit

INTERIM OUTCOMES		
Organizational advocacy capacity	The ability of an organization or coalition to lead, adapt, manage and implement an advocacy strategy	<ul style="list-style-type: none"> Increased knowledge about advocacy, mobilizing or organizing tactics Improved media skills and contacts Increased ability to get and use data
Partnerships or alliances	Mutually beneficial relationships with other organizations or individuals who support or participate in an advocacy strategy	<ul style="list-style-type: none"> New or stronger organizational relationships developed New relationships with unlikely partners New organizations signing on as collaborators Policy agenda alignment between collaborators Collaborative actions taken between organizations
New advocates (including unlikely or non-traditional)	Previously unengaged individuals who take action in support of an issue or position	<ul style="list-style-type: none"> New advocates recruited New constituencies represented among advocates New advocate actions to support issue
New champions	High-profile individuals who adopt an issue and publicly advocate for it	<ul style="list-style-type: none"> New champions or stakeholders recruited New constituencies represented among champions Champion actions, e.g., speaking out or signing on, to support the issue or position
Organizational/ issue visibility or recognition	Identification of an organization or campaign as a credible source on an issue	<ul style="list-style-type: none"> Number of requests for advocate products or information, including downloads or page views of online material Number and types of invitations for advocates to speak as experts
Awareness	Audience recognition that a problem exists or familiarity with a policy proposal	<ul style="list-style-type: none"> Percentage of audience members with knowledge of an issue Online activity for portions of website with advocacy-related information
Salience	The importance a target audience assigns an issue or policy proposal	<ul style="list-style-type: none"> Percentage of audience members saying issue is important to them
Attitudes or beliefs	Target audiences' thoughts, feelings or judgements about an issue or policy proposal	<ul style="list-style-type: none"> Percentage of audience members with favourable attitudes towards the issue or interest
Public will	Willingness of a (non-policymaker) target audience to act in support of an issue or policy proposal	<ul style="list-style-type: none"> Percentage of audience members willing to take action on behalf of a specific issue Attendance at advocacy events, e.g., public forums, marches, rallies
Political will	Willingness of policymakers to act in support of an issue or policy proposal.	<ul style="list-style-type: none"> Number of citations of advocate products or ideas in policy deliberations/policies Number of government officials who publicly support the advocacy effort Number of issue mentions in policymaker speeches Number and party representation of policy sponsors and co-sponsors Number of votes for or against specific policies
Constituency or support-base growth	Increase in the number of individuals who can be counted on for sustained advocacy or action on an issue	<ul style="list-style-type: none"> Website activity for portions of website with advocacy-related information Number of fans, group members or followers on social media websites
Media coverage	Quantity and/or quality of coverage generated in print, broadcast or electronic media	<ul style="list-style-type: none"> Number of media citations of advocate research or products Number of stories successfully placed in the media Number of advocate or trained spokesperson citations in the media
Issue reframing	Changes in how an issue is presented, discussed or perceived	<ul style="list-style-type: none"> Number of media articles reflecting preferred issue framing



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Sample: Advocacy activities, Interim Outcomes, Goals. and Impact and their measurement indicators
from UNICEF Advocacy Toolkit

Activities, interim outcomes, goals, impacts	Definition	Indicators
ACTIVITIES		
Digital or Internet-based media/social media	Using technologies such as email, websites, blogs, podcasts, text messages, Facebook or Twitter to reach a large audience and enable fast communication	<ul style="list-style-type: none"> • A new website or web pages developed • Number and frequency of electronic messages sent • Number of list subscribers
Earned media	Pitching the print, broadcast or digital media to get visibility for an issue with specific audiences	<ul style="list-style-type: none"> • Number of outreach attempts to reporters • Number of press releases developed and distributed • Number of editorial board meetings held
Media partnerships	Getting a media company to agree to promote a cause through its communications channels and programming	<ul style="list-style-type: none"> • Number and types of media partnerships developed • Number and types of distribution outlets accessed through media partnerships
Coalition and network building	Unifying advocacy voices by bringing together individuals, groups or organizations that agree on a particular issue or goal	<ul style="list-style-type: none"> • Number of coalition members • Types of constituencies represented in the coalition • Number of coalition meetings held and attendance
Grass-roots organizing and mobilization	Creating or building on a community-based groundswell of support for an issue or position, often by helping people affected by policies to advocate on their own behalf	<ul style="list-style-type: none"> • Number and geographical location of communities where organizing efforts take place • Number of community events or trainings held and attendance
Rallies and marches	Gathering a large group of people for symbolic events that arouse enthusiasm and generate visibility, particularly in the media	<ul style="list-style-type: none"> • Number of rallies or marches held and attendance • Participation of high-profile speakers or participants
Briefings/ presentations	Making an advocacy case in person through one-on-one or group meetings	<ul style="list-style-type: none"> • Number of briefings or presentations held • Types of audiences reached through briefings or presentations • Number of individuals attending briefings and presentations
Public service announcements	Placing a non-commercial advertisement to promote social causes	<ul style="list-style-type: none"> • Number of print, radio or online ads developed • Number and types of distribution outlets for ads
Polling	Surveying the public via phone or online to collect data for use in advocacy messages	<ul style="list-style-type: none"> • Polls conducted with advocacy audience(s)
Demonstration projects or pilots	Implementing a policy proposal on a small scale in one or several sites to show how it can work.	<ul style="list-style-type: none"> • Number of demonstration project or pilot sites • Funding secured for demonstration projects or pilots
Issue/policy analysis and research	Systematically investigating an issue or problem to better define it or identify possible solutions	<ul style="list-style-type: none"> • Number of research or policy analysis products developed, e.g., reports, briefs • Number and types of distribution outlets for products • Number of products distributed
Policy proposal development	Developing a specific policy solution for the issue or problem being addressed	<ul style="list-style-type: none"> • Policy guidelines or proposals developed • Number of organizations signing onto policy guidelines or proposals
Policymaker and candidate education	Telling policymakers and candidates about an issue or position, and about its broad or impassioned support.	<ul style="list-style-type: none"> • Number of meetings or briefings held with policymakers or candidates • Number of policymakers or candidates reached • Types of policymakers or candidates reached
Relationship building with decision-makers	Interacting with policymakers or others who have authority to act on the issue.	<ul style="list-style-type: none"> • Number of meetings held with decision-makers
Litigation or Legal Advocacy	Using the judicial system to move policy by filing lawsuits, civil actions and other advocacy tactics	<ul style="list-style-type: none"> • Legal briefs written • Testimony offered
Lobbying	Attempting to influence law by communicating with a member or employee of a governing body or with a government official or individual who participates in law-making	<ul style="list-style-type: none"> • Number of meetings with policymakers or candidates • Number of policymakers or candidates reached • Types of policymakers or candidates reached



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Introductory Overview Workshop

Session VI: Communication Action Planning – M&E

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Session I: Introduction

1. Why communicate?
What do we want?
2. Who do we communicate with?
Who can make it happen?
3. What do we communicate?
What do they need to hear?
4. Who communicates?
Who do they need to hear it from?
5. How do we communicate?
How do we make sure they hear it? How do we take action?
6. How do we tell if it is working?
How to monitor? How to evaluate?

Can we do it?
What do we have? What do we need?

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Messengers

Credibility of messenger(s) adds credibility to the message

Messenger Someone who has influence or power over key target groups to bring about desired change (secondary target audience)

- Experts (Technical)
- Personal Experience
- Early Adopter (experience of “success”)
- Celebrities (Fame)

Must prepare messengers: content and delivery

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Messengers

Consider several different messengers for each target audience

- Position
- Power
- Knowledge
- Credibility
- Availability (your access to the messenger)
- Access (of messenger to target audience)
- Risks of engaging with messengers

Strategic Choices

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Opportunities (to ensure audience hears the message)

Consider

- Advocacy Goals
- Context
- Messenger(s)

Strategic choices

- Identify opportunities and entry points
- Tie them to decision making process
- Decide on format (e.g., lobbying, negotiation, working w media)

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Opportunities (to ensure audience hears the message)

Consider

- Advocacy Goals
- Context
- Messenger(s)

Strategic choices

- Identify/create opportunities and entry points
- Grounded in a realistic understanding of decision making process
- Decide on format (e.g., lobbying, negotiation, working w media)

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Opportunities

Decision Process

- Agenda setting
- Formulation & Enactment
- Implementation & Enforcement
- Monitoring & Evaluation

How can we influence process

Opportunities/entry Points

Timeline

Being Prepared

Positioning potential of an opportunity

- Supporters
- Potential supporters
- People with power to change the issue

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Format and channels

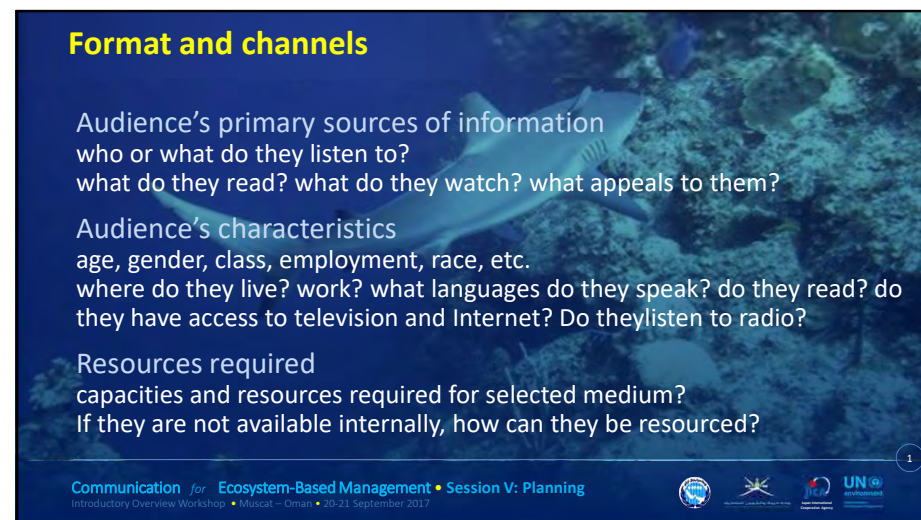
Common Advocacy Processes
 Lobbying
 Negotiation
 Working with the media

Choosing formats
Person-to-person (group & community meetings, conferences, workshops, public hearings,)
Print (newspapers, journals, posters, leaflets, studies, letters of decision makes)
Electronic (radio, TV, internet platforms, mobile)
Drama (street theatre, songs & music, poems)

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Format and channels

Audience's primary sources of information
 who or what do they listen to?
 what do they read? what do they watch? what appeals to them?

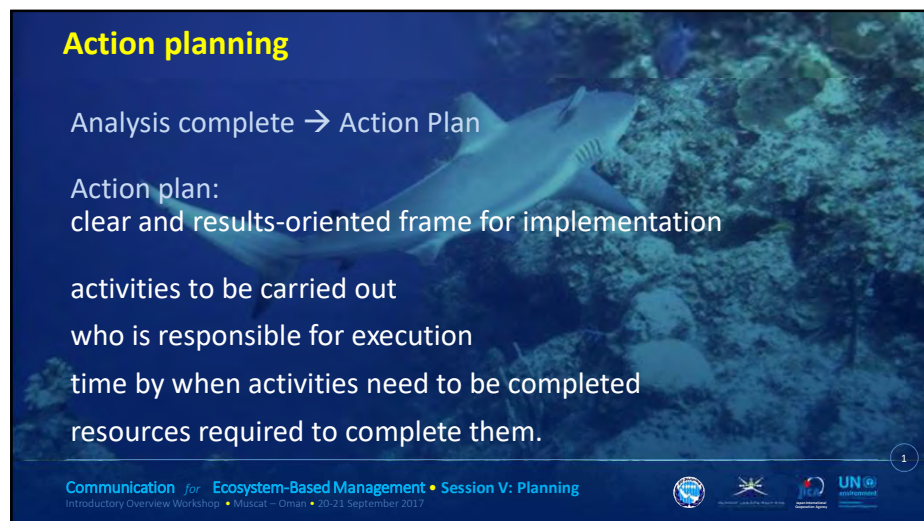
Audience's characteristics
 age, gender, class, employment, race, etc.
 where do they live? work? what languages do they speak? do they read? do they have access to television and Internet? Do they listen to radio?

Resources required
 capacities and resources required for selected medium?
 If they are not available internally, how can they be resourced?

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Action planning

Analysis complete → Action Plan

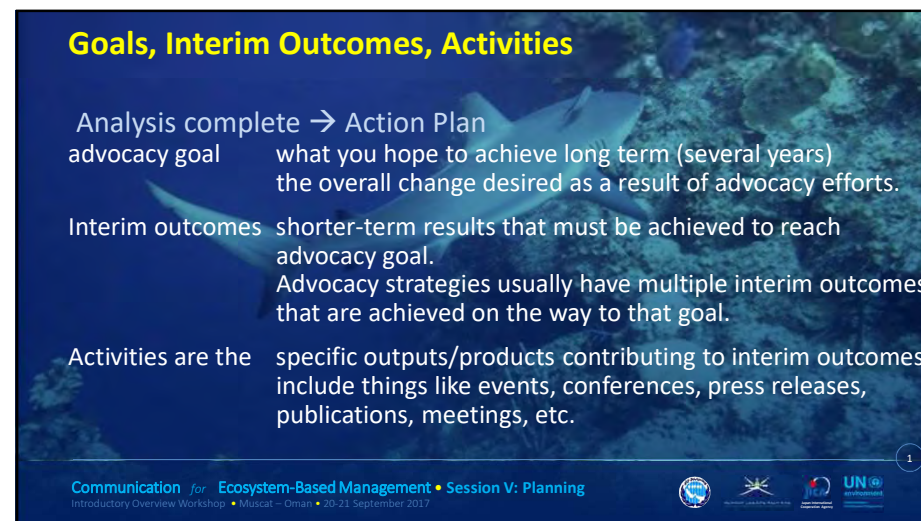
Action plan:
 clear and results-oriented frame for implementation

activities to be carried out
 who is responsible for execution
 time by when activities need to be completed
 resources required to complete them.

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Goals, Interim Outcomes, Activities


Analysis complete → Action Plan

advocacy goal what you hope to achieve long term (several years)
 the overall change desired as a result of advocacy efforts.

Interim outcomes shorter-term results that must be achieved to reach advocacy goal.
 Advocacy strategies usually have multiple interim outcomes that are achieved on the way to that goal.

Activities are the specific outputs/products contributing to interim outcomes,
 include things like events, conferences, press releases, publications, meetings, etc.

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ACT-ON Model of Assessing Advocacy Capacity
from UNICEF Advocacy Toolkit



TOOL 14. The ACT-ON model of assessing advocacy capacity

The ACT-ON model is a long-term strategy planning tool that helps assess internal and external advocacy capacity, and can be adapted to different cultural contexts. This tool was developed by David Cohen, Kathleen Sheekey and Maureen Burke of the Advocacy Institute and has been used in industrialized and developing countries, urban and rural areas, and even failed states.

A – Advantages

UNICEF has many advantages, including a defined responsibility, an earned reputation, strong communications, a wealth of technical knowledge, a strong voice, a history of engaging with children, and strong partnerships (to name a few areas). Utilizing these advantages will significantly increase capacity for effective advocacy.

C – Challenges

Taking action to meet or overcome a challenge is a major focus of the ACT-ON model. This begins with an evaluation of the advocacy environment by systematically looking within and externally. This way the organization or group can agree to take the necessary steps internally to meet the challenges it has identified.

T – Threats

The idea here is to turn a threat into an opportunity. Adversaries may have more power, but this can be turned into an advantage by meeting internal challenges and finding the most effective public outlets for the advocacy case.

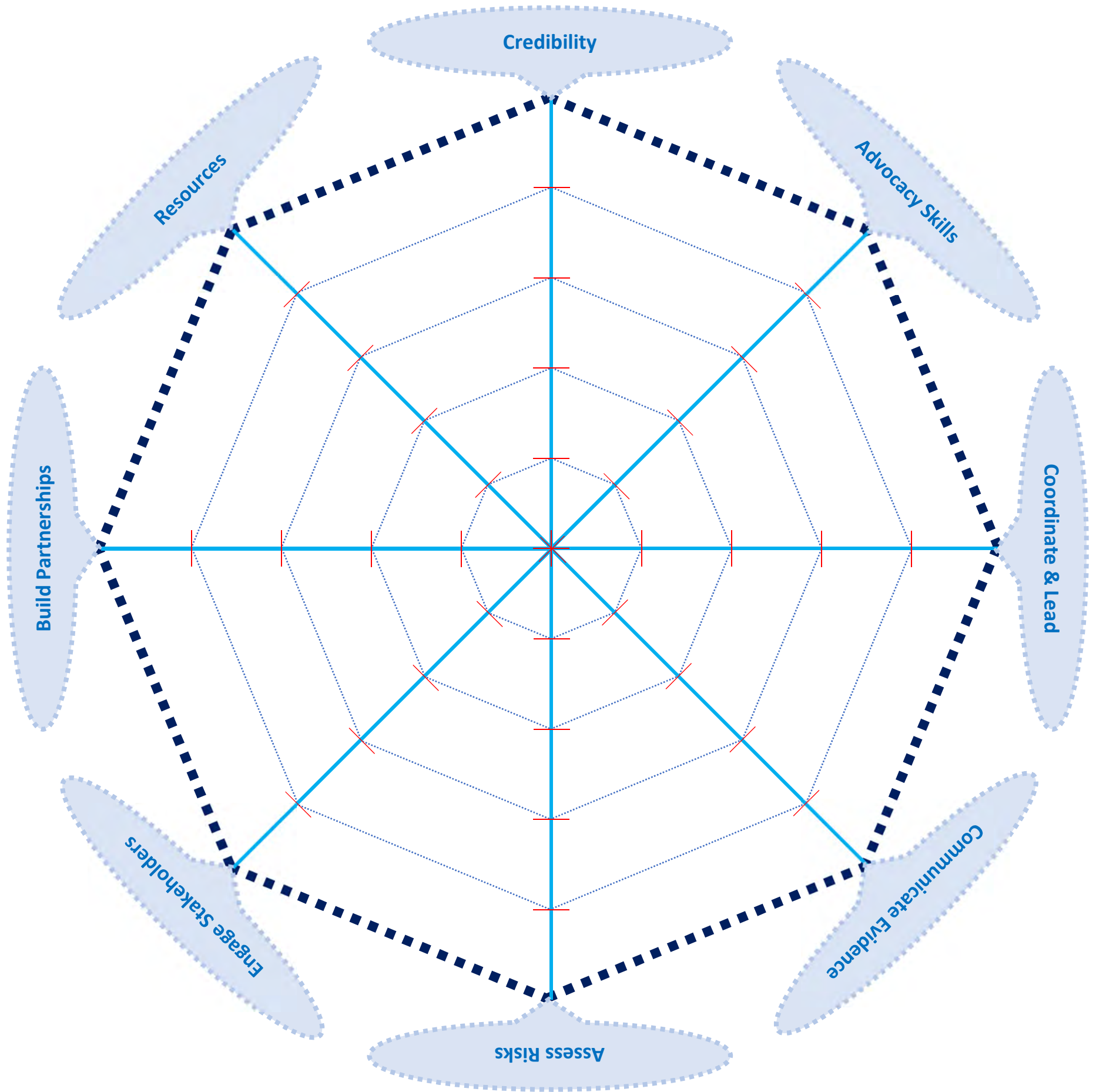
O – Opportunities

Find opportunities that protect and advance the advocacy agenda. A key part of the challenge is to use the opportunities to minimize and even negate the threats. This requires an assessment of the advocacy environment, becoming familiar with the formal and informal elements of a political and policy system, as well as the cultural freedoms and inhibitions within a society. Knowing this full range helps an organization take advantage of situations that will advance its advocacy efforts.

N – Next steps

Advocacy entails making choices, as all the identified 'next steps' cannot begin at once. In order to prioritize, determine what is critical and where support and time is available. There is always a next step, which is why the issues and organization cycle through phases of renewal. The next steps can connect with any of the advantages, challenges, threats and opportunities.

Strengthening the Foundations for Advocacy



Self-Assessment: To what extent does our EBM Team have those foundations?

Credibility	Advocacy Skills	Coordinate & Lead	Communicate Evidence	Assess Risk	Engage Stakeholders	Build Partnerships	Resources
<ul style="list-style-type: none"> • Can legitimately speak on behalf of those affected by the issues? • Is known and respected by decision makers? • Is perceived as objective and trustworthy, or politically partisan? • Is fully compliant with ethical standards of engagement with partners? 	<ul style="list-style-type: none"> • Do we have strong advocacy skills for analysis, research & communication? • Do we have adequate technical knowledge to develop advocacy strategy and implement it? • Do we have the capacity and skills to effectively monitor and evaluate advocacy? 	<ul style="list-style-type: none"> • Do we have the authority & mandate to lead across sectors? • Are we able to coordinate and communicate convincingly across sectors? • Can we ensure that all our staff "on task"? And "on messages". 	<ul style="list-style-type: none"> • Do we have capacity for conducting research & drawing conclusions to influence policy? • Do we have communication capacity to translate research into non-technical short materials, and to develop multiple messages to reach diverse and pertinent audiences? 	<ul style="list-style-type: none"> • Do we have effective processes for risk mitigation and risk management? • Have we given careful consideration to long-term and short-term risks and gains. • Has a vulnerability and capacity analysis been conducted? 	<ul style="list-style-type: none"> • Do our staff and managers understand what meaningful, ethical and safe stakeholders' participation entails? • Are staff members provided with appropriate training, tools and development opportunities to create and experience 	<ul style="list-style-type: none"> • How strong is our engagement with: <ul style="list-style-type: none"> ○ Government; ○ domestic NGOs; ○ think tanks and universities; & ○ key vulnerable groups? • Are we active member of any relevant coalitions, alliances or networks? 	<ul style="list-style-type: none"> • Do we have adequate resources – financial, time, skills, knowledge – for advocacy? • Are efforts under way to mobilize additional resources, both financial and non-financial? • Can we show how resources for advocacy could yield substantially larger gains than the cost in money and time

					meaningful participation?		
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2

Session I: Introduction

Eight foundation areas for stronger advocacy:

1. Credibility
2. Skills
3. Ability to coordinate and lead
4. Capacity to generate and communicate relevant evidence
5. Ability to assess risks
6. Capacity to work with stakeholders
7. Long-term partnerships that can form a broad base for advocacy
8. Sufficient resources

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