

# SUSTAINABLE OCEANS LAB



HOW CAN WE WORK TOGETHER GLOBALLY TO ENHANCE THE SUSTAINABLE MANAGEMENT OF OUR MARINE ECOSYSTEMS?



On behalf of

**BMZ**



Federal Ministry  
for Economic Cooperation  
and Development



**BLUE SOLUTIONS**

On behalf of:



Federal Ministry  
for the Environment, Nature Conservation,  
Building and Nuclear Safety

of the Federal Republic of Germany

implemented by



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# 1 | THE RACE TO THE BOTTOM

Oceans are the largest ecosystem on our planet. They are the key system supporting life on earth.

Marine waters cover about 71 percent of the planet's surface. Coastal areas are densely populated, with half of the world's people living within 200 kilometers of the coast. Fish and other marine life are the main sources of protein for one sixth of the world's population. Oceans produce 50 percent of the oxygen necessary for human survival. A large portion of the global population relies on the natural resources in marine and coastal areas for their livelihood and economic wellbeing.

The oceans are as vast as we are small. Not respecting the sea, as countless stories over the ages tell us, risks destruction.

Yet, our oceans are dying.

We are living through a time scientists are calling "the sixth extinction event." For the sixth time in planetary history, we are going through a period of mass extinction where many thousands upon thousands of species are vanishing forever. Some predictions say that as many as half of the Earth's species will disap-

pear within the next 100 years.

In our lifetimes fish may go from being a staple in many diets to being a luxury food, as the oceans fish stocks risk total collapse.

Our oceans are home to billions of tons of rubbish, plastics that are changing digestion patterns of fish and other resources. We are "reassembling the biosphere."

Human activity is a core driver for this extinction event.

Accelerating demand for protein and natural resources mean that individual actions add up to a dramatic downward spiral. Impacts range from the collapse of fish stocks and the destruction of habitats, to the acidification of oceans, resulting in a declining ability to support



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life. Our actions, collectively, as a species, are driving an unprecedented "race to the bottom."

Oceans and coasts require global protection. Decision makers worldwide have agreed to seek a balance between conservation and sustainable use of these ecosystems. For the protection of seas and coasts, we need stronger, more concentrated efforts at the global, regional, national and local levels.

How are we to address a challenge as vast as this one?

How can divergent interests be brought into a meaningful dialogue resulting in action to ensure the long-term sustainability of the oceans?

How can we reconcile diverging economic, ecological and social interests to prevent a race to the bottom?

How can we forge an economically viable, environmentally sound and socially responsible vision for the use of ocean biodiversity and marine natural resources?



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## 2 | OUR STRATEGY

The Sustainable Oceans Lab represents a new strategic response to the challenge of ensuring our marine ecosystems are sustainable. The purpose of The Sustainable Oceans Lab is to address the question:

How can we work together to enhance the sustainable management of our marine ecosystems globally?

The Lab is built on the idea that just as we have scientific and technical labs to address our scientific and technical challenges, we need social labs to address our socio-economic and political challenges.

The Sustainable Oceans Lab will focus its efforts on an action-orientated, emergent strategy. The Lab proposes to take an approach of disciplined experimentation. This means taking a portfolio based approach towards the challenge of ocean ecosystem sustainability. Instead of developing a single, linear plan, inside a single institution, we propose to support a portfolio of initiatives and efforts across multiple institutions and geographies.

These initiatives will be tested with the wider oceans community in order to assess probabilities of success. The Lab will build on efforts that are working and

where a gap is identified new efforts will be prototyped.

Key to this Lab strategy is bringing together a diverse team and taking an experimental approach orientated to supporting and discovering solutions that address our challenge systemically, at the level of root causes.

Lab team members working together, will ultimately decide on the actions they want to take in response to the challenge. The Lab proposes to use the Aichi Targets of the Strategic Plan for Biodiversity (especially Targets 6, 10 & 11) and the upcoming Sustainable Development Goals (especially proposed Goal 14) as a frame of reference for its achievements.

### AICHI TARGETS OF THE STRATEGIC PLAN FOR BIODIVERSITY

#### Target 6

By 2020 all fish and invertebrate stocks and aquatic plants are managed and harvested sustainably, legally and applying ecosystem based approaches, so that overfishing is avoided, recovery plans and measures are in place for all depleted species, fisheries have no significant adverse impacts on threatened species and vulnerable ecosystems and the impacts of fisheries on stocks, species and ecosystems are within safe ecological limits.

#### Target 10

By 2015, the multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized, so as to maintain their integrity and functioning.

#### Target 11

By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.

#### Proposed Sustainable Development Goal No.14:

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

## 3 | OUR METHODOLOGY

The Sustainable Oceans Lab is a next-generation social lab. It builds on a decade of cutting-edge practice of applying a labs based approach to socio-environmental challenges.

The Lab is a space dedicated to supporting a diverse team of stakeholders, the Lab Team, to co-create and test strategic responses to the challenge of ocean sustainability.

The first step of the work involves identifying Lab Team members. Through stakeholder mapping and interviewing a broad range of stakeholders, a Lab Team has been composed. This Lab Team consists of organizations from civil society, government and the business community. A particular focus was given to include regional and national multi-stakeholder initiatives active in the sustainable management of oceans.

This Lab Team will work to build a shared systemic understanding of the interlinked challenges facing the oceans. Participants will spend time going through a process of conscious observation, where together they will undertake visits to different parts of the ocean system.

Bringing together diverse stakeholders means bringing together multiple perspectives on the challenges we are facing. This diversity serves as a way of grasping the scale and complexity of the situation, as well as supporting the creation of innovative strategies. Structured and meaningful dialogue to truly understand diverse perspectives and interests at play is a first step towards addressing our oceans challenges through joint action.

Reflecting on this shared understanding, the Lab Team will examine the strategies of their own organizations and initiatives, seeking to build on and improve them. Through a reflective dialogue process, participants will also consider critically the need for innovative, new strategies to address any systemic risk perceived in existing strategies.



Working together, the Lab Team will be invited to develop a portfolio of focused interventions that aim to address the challenge of “How can we work together to enhance the sustainable management of our marine ecosystems globally?”

As the Lab unfolds the Lab Team will be actively soliciting inputs, reflections and ideas from the wider ocean community. The aspiration is to locate the Lab as part of this community, supporting work that is already being undertaken and, where appropriate, building on it. During the course of the Lab we actively communicate through multiple mediums that will allow access to proceedings and developments as they unfold.

The methodology of the Lab is built on enabling deep and meaningful dialogues to address complex challenges. The goal of these will be to support Lab Team members to take action within their own spheres of influence and at the level of the wider ocean community. This will include collective innovation processes, rapid prototyping of strategies and an experimental “fail-safe” trial and error approach that focuses on fostering collective action.

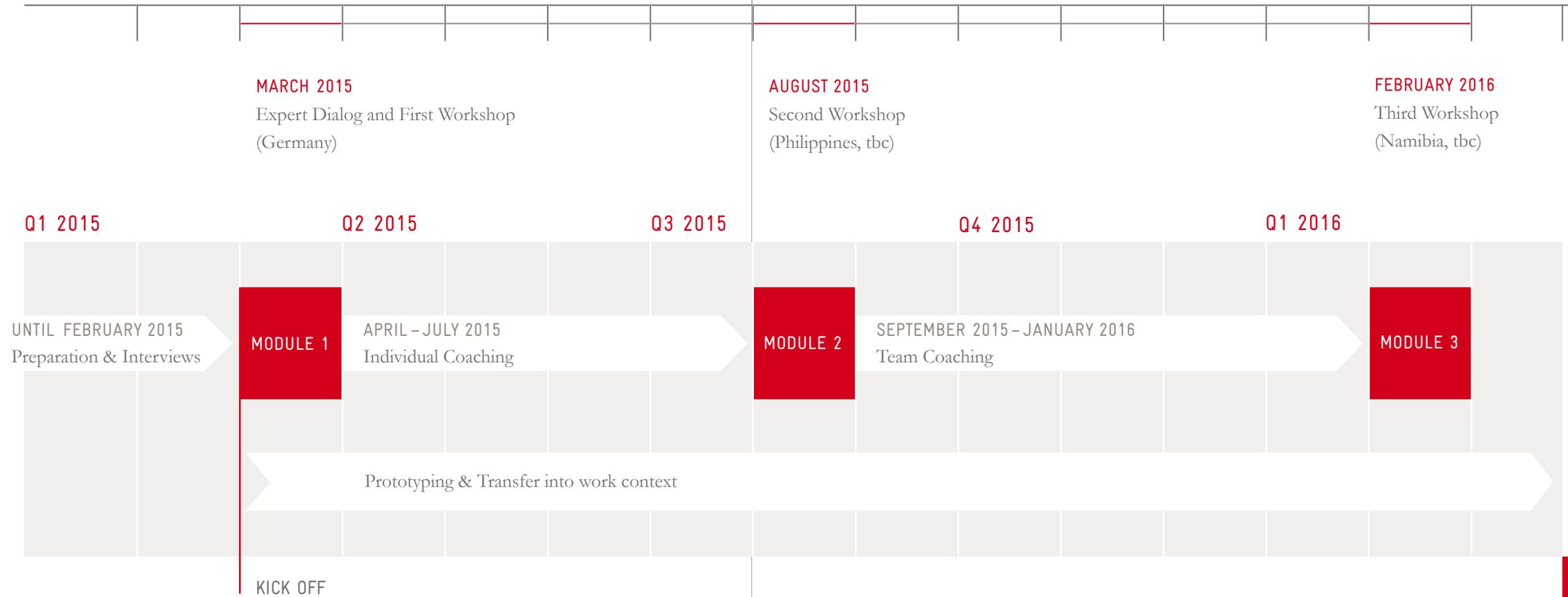
### Further Reading

The Social Labs Revolution: A New Approach to Solving Our Most Complex Challenges – Zaid Hassan (Berret Koehler, 2014)

Mapping Dialogue: Essential Tools for Social Change – Marianne “Mille” Bojer, Roehl Heiko, & Knuth Marianne (Taos Institute, 2008)

On Dialogue – by David Bohm (Routledge Classics 2004)

## 4 | OUR TIMELINE



## 5 | OUR TEAM

### LAB TEAM MEMBERS INCLUDE:

The Sustainable Oceans Lab is founded on the firm belief that no single entity can address a challenge of this magnitude.

We believe that governments, civil society organizations and businesses from across the world need to work together on overcoming fragmented responses.

Accordingly we have assembled a diverse “Lab Team” that will be working together over 2015-2016. The Lab Team consists of teams from organizations who have successfully catalyzed cross-sectoral strategies in their own geographies.

The Lab will support this team to strengthen their own work as a contribution to the Aichi Targets and the Sustainable Development Goals, as well as considering new, emergent strategies.

We invite the wider ocean community to work closely with the Lab in order to address the challenge of ensuring the sustainable management of our ocean ecosystems.

#### BENGUELA CURRENT COMMISSION

The Benguela Current Commission (BCC) is a regional intergovernmental partnership established in March 2013 by the Republics of Angola, Namibia and South Africa to promote a coordinated approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecoregion, in order to provide economic, environmental and social benefits.

#### CORAL TRIANGLE INITIATIVE (with focus on Sulu-Sulawesi Marine Ecoregion)

The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) is a multilateral partnership of six countries formed in 2007 to address the urgent threats facing the coastal and marine resources of one of the most biologically diverse and ecologically rich regions on earth.

#### FIJI LOCALLY MANAGED MARINE PROTECTED AREA NETWORK (F-LMMA)

The Network’s approach recognizes local communities’ autonomy in managing their marine resources, while simultaneously providing a network of support and guidance to help them achieve the best possible results. The

Network is responsible for planning and facilitating the programme, while the decision making, implementation and evaluation are undertaken on the ground by the individual groups.

#### THE KANAN KAY ALLIANCE

The Kanan Kay Alliance seeks to establish an effective network of fish refuges that protect 20% of the territorial waters of Quintana Roo, Mexico by 2015. With the ultimate goal of securing the project’s success, the Alliance has been designed to establish refuges in a gradual manner. Since 2010, seven fishery cooperatives have joined the Alliance.

#### PHOENIX ISLANDS PROTECTED AREA (PIPA)

The Phoenix Islands Protected Area is the world’s first large, truly deep water MPA and represents one of Earth’s last intact oceanic coral archipelago ecosystems. PIPA was inscribed on the list of UNESCO World Heritage sites in 2010 for its “pristine nature and importance as a migration route and reservoir.” At the same time the PIPA initiative is a unique partnership between the Government of Kiribati, non-governmental conservation organizations, and regional governments. The initiative is committed to the pro-

tection of the Phoenix Islands and their surrounding waters.

#### SARGASSO SEA COMMISSION

The Sargasso Sea Commission was established pursuant to the Hamilton Declaration on Collaboration for the Conservation of the Sargasso Sea, signed on 11 March 2014, by the governments of the Azores, Bermuda, Monaco, UK and US. The Commission will “encourage and facilitate voluntary collaboration toward the conservation of the Sargasso Sea.”

Beyond these multi-stakeholder initiatives on the oceans, other key individual organizations are represented on the Lab, among them World Ocean Council, Abidjan Convention Secretariat (Côte d’Ivoire), Future of Fish (USA), Shell (Netherlands), Norpac Fisheries Export (Hawaii), Sanford (New Zealand).



## 5 | OUR TEAM

### THE LAB HOSTING TEAM

The Lab Team will be supported by a “Lab Hosting Team”. Members of the Hosting Team include:

#### GLOBAL LEADERSHIP ACADEMY



**David Graf**  
Organizational  
Development  
Advisor  
(GIZ)



**Katharina Lobeck**  
Change Management  
Advisor  
(GIZ)

#### REOS PARTNERS



**Mille Bojer**  
Facilitator



**Zaid Hassan**  
Facilitator

#### BLUE SOLUTIONS INITIATIVE



**Jan Kleine Büning**  
Marine and Coastal  
Management Advisor  
(GIZ)



**Christian Neumann**  
Project Manager  
Marine Ecosystem  
Services  
(GRID-Arendal)

Reos Partners is an international social enterprise that helps businesses, governments, and civil society organisations address complex social challenges. Reos convenes, designs and facilitates multi-stakeholder partnerships and initiatives aimed at creating systemic social change.

[www.reospartners.com](http://www.reospartners.com)

## CONVENING ORGANIZATIONS

The ‘Sustainable Oceans Lab’ is a programme jointly convened by the Global Leadership Academy (commissioned by the German Federal Ministry for Economic Cooperation and Development, BMZ) and the Blue Solutions Initiative (commissioned by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, BMUB).

#### GIZ AND THE GLOBAL LEADERSHIP ACADEMY

With its international, cross-disciplinary and practice-oriented dialogue processes designed to strengthen leadership skills and innovation capacity, the Global Leadership Academy at the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH targets those in positions of responsibility from the North and the South. In this way, GIZ is supporting individuals and organisations worldwide as they work through change processes. GIZ has been commissioned to carry out this task by the German Federal Ministry for Economic Cooperation and Development (BMZ). The Global Leadership Academy brings together high-ranking participants from the worlds of policy-making, business, academia and civil society who might otherwise have never entered into

dialogue with each other. The Academy provides a safe space for them to explore one another’s perspectives, look at things in new ways, be inspired and invigorated, and initiate changes where they are needed. Participants develop specific change projects that they implement in their home countries, providing impetus for positive transformation.

The Global Leadership Academy focuses on the specific problems and challenges faced by participants rather than employing ready-made concepts, and attaches great importance to values such as transparency and equal opportunities. The experiences and perspectives participants bring with them promote a creative exchange across continents and strengthen cross-sectoral thinking. Through networking, participants are empowered to expand their sphere of influence and their opportunities to effect change.

To provide its services, the Global Leadership Academy works with international cooperation partners such as the Presencing Institute, the Nelson Mandela Foundation, the Deep Democracy Institute and the World Bank Institute.

[www.giz.de/leadershipacademy](http://www.giz.de/leadershipacademy)

## 5 | OUR TEAM

### CONVENING ORGANIZATIONS

#### BLUE SOLUTIONS INITIATIVE

Blue Solutions provides a global knowledge network and capacity development platform to collate, share and generate solutions for effective management and equitable governance of our planet's marine and coastal living spaces. The Blue Solutions Initiative of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) through its International Climate Initiative (ICI) is being implemented by four leading environment, conservation and development institutions: the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in direct partnership with GRID-Arendal, IUCN and UNEP.

Marine and coastal biodiversity conservation and sustainable use has been identified as one of the priorities for action under the Strategic Plan for Biodiversity 2011-2020 of the Convention on Biological Diversity (CBD). The Blue Solutions Initiative supports the transfer and advancement of knowledge, as well as capacity development to enable state parties to the CBD in achieving the Aichi Targets of the CBD Strategic Plan. Technical know-how, improved capacities and the application of (cost-) effective and promising methods and

tools can help to safeguard marine and coastal biodiversity.

The following five closely inter-linked areas of work are the focus of Blue Solutions:

- Marine and Coastal Management
- Protected Area Management and Governance
- Integration of Ecosystem Services into Development Planning
- Ecosystem-based Adaptation and Mitigation
- Sustainable Financing

[www.bluesolutions.info](http://www.bluesolutions.info)

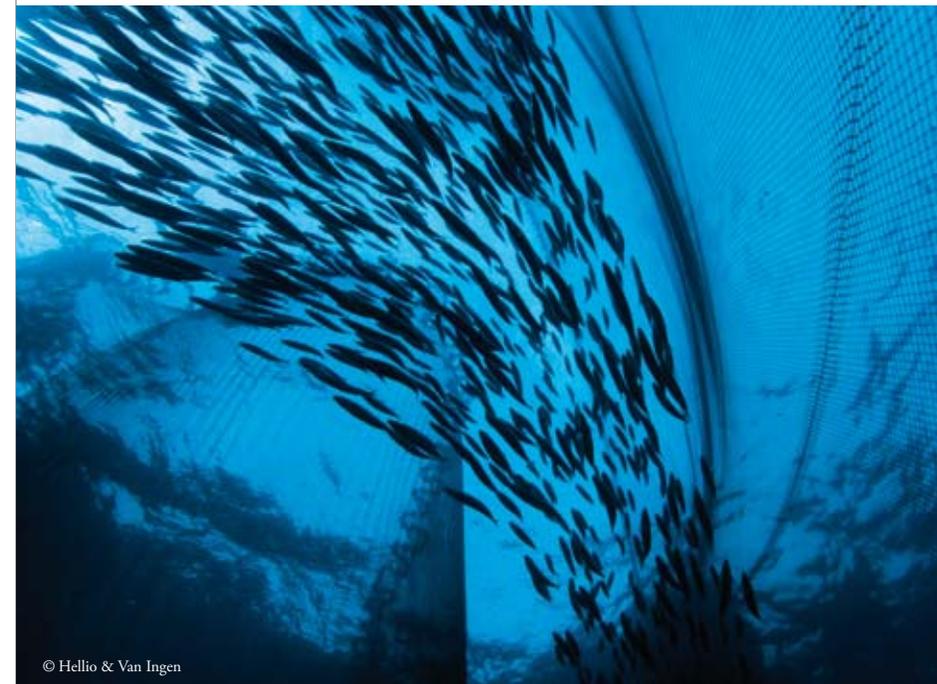
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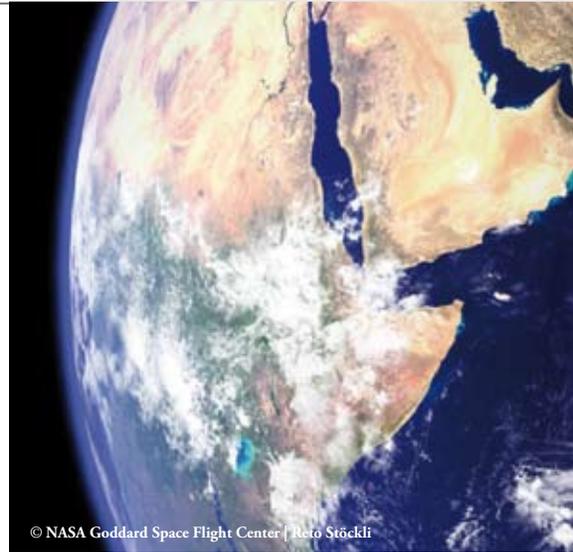
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