

# Marine CoLABoration

## Strategic Plan 2019 to 2021

**Collaborating to communicate  
value at the heart of our ocean**



The ocean makes life on earth possible. Treasure it.

[www.marinecolab.org](http://www.marinecolab.org)



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# 1. The case for the Marine CoLAB

## *Why focus on the ocean?*

A healthy functioning ocean is critical to all life on earth. Not just because it makes life possible, but also because it is a source of some of what makes life on this planet worth living.

Our global ocean ecosystem provides much of what makes life possible - it produces half the oxygen on the planet, is pivotal to climate regulation, feeds billions, resources industry, provides a multitude of livelihoods and contributes to both our physical and mental health. But the ocean also provides many less tangible benefits that are part of what makes life worth living. It is awesome and beautiful. It is a place of restoration and creativity, of challenge, fun and reflection. And research has shown that the more developed societies become, the more important these benefits from connection with blue spaces become. When we access these benefits from the ocean it increases our sense of wellbeing.

Despite growing knowledge about the importance of the ocean, its ability to sustain life on our planet is being threatened.

The effects of climate change, overfishing, pollution and habitat destruction continue to accelerate. A 2015 WWF-ZSL publication reported a sixty percent decline in marine biodiversity over the past forty years <sup>[1]</sup>. The ocean is warming and becoming more acidic, sea-levels are rising, oxygen levels are decreasing and threatening marine life already stressed by pervasive pollution, habitat loss and over-exploitation <sup>[2,3,4,5,6,7]</sup>. And the consequences of ocean degradation disproportionately impact on the disadvantaged <sup>[8]</sup>. A clear understanding of the rich and crucial contribution the ocean makes to human wellbeing in the round is not evident in the way we are treating it. There is an urgent need to change the way we think about our relationship with the ocean.

As a society we need to be making decisions and living in ways that maximise ocean health - this will be good for us and good for our ocean.

## *Our operating environment*

The next three years are a critical time for ocean conservation both in and beyond the UK.

In the UK: currently, most of the environmental legislation, including for fisheries and marine protection, comes from the European Union. With the UK's decision to leave the EU in 2019, there is an immediate need to shape policy and pass new laws. A sustainable outcome for society and the sea for the long-term will depend on inspiring people with new and shared understanding of the value of the ocean and who needs to do what to manage and protect it in a sustainable way.

Even if there are no real shifts in policy and regulation in the UK post Brexit, the context provides significant opportunities for systemic change.

- The UK government will be designating a final tranche of Marine Conservation Zones (MCZs) in England. With a network now mostly in place the emphasis must shift to effective management to ensure that MPAs deliver on their potential.
- The Government's Marine Pioneer programme is exploring natural capital approaches to deliver on commitments to the 25 Year Plan for Nature and has a particular focus on how to integrate societal value of the sea into decision-making.
- By 2021, the Government must have integrated coastal and marine planning measures in place.
- Scotland has committed to developing regional marine management plans by 2022, which must balance the needs of industry, conservation and coastal communities.
- Public and policy interest in plastic pollution post Blue Planet II provides an unprecedented moment for communicating the wider value of the ocean.

Beyond the UK: 2020 is a pivotal year for the global ocean and there is already a growing interest in ocean issues in the run up to key events:

- The UN Ocean Conference to assess the implementation of SDG 14 (the ocean SDG) will be held in Portugal in 2020 where several targets are due to be set.
- The Convention on Biodiversity (CBD) [Aichi targets](#), including those related to the ocean, also come to an end in 2020 and there will be a Conference of the Parties (COP) in China.
- States are due to complete negotiations towards a UN High Seas Treaty to protect the two thirds of the ocean that currently fall outside the law. Coordinated, effective narratives and action from the ocean protection movement is critical at this time.
- During this period, the European Union will implement its Marine Strategy Framework Directive and begin negotiations for the next Common Fisheries Policy. By 2020 EU fish stocks are required to be managed sustainably and Member States to show their waters have good environmental status. The EU remains a progressive voice for conservation globally so ensuring that it meets its own standards is an important lever for wider change.

- The UN has also proclaimed that 2021-2030 will be a [Decade of Ocean Science for Sustainable Development](#) to support efforts to reverse the decline in ocean health and gather ocean stakeholders worldwide behind a common framework to ensure that ocean science can fully support countries in creating improved conditions for sustainable development of the Ocean.

## *Our achievements so far*

We are at a key juncture as we plan for the next phase of the Marine CoLABoration (Marine CoLAB). Over the last three years, we have built our own capacity and that of others to communicate the wider value of the ocean through a CoLABoratory (experimental, systemic, collaborative) and values based approach. We have progressed new approaches in collaborative decision making and governance, facilitated activities to identify and address strategic gaps, and launched projects that are inspiring new action for ocean protection. We have already:

- Developed an outstanding collaborative ethos, building an ecosystem of skills, a model for systemic working and bilateral exchange of knowledge and insights and partnerships among members not previously working together.
- Developed cross sector, systemic interventions that address key needs and fundamental principles around the values based approach, whilst simultaneously helping to embed an experimental approach within our organisations. Our experiments include:
  - Our rapidly growing [#OneLess](#) campaign, which began as a Marine CoLAB experiment, and is supporting pioneering and progressive individuals, communities, businesses, NGOs and policymakers to collaboratively reduce the amount of single-use plastic water bottles entering the ocean from the city of London. #OneLess is successfully making the connection between people and the ocean and ensuring that the ocean is front and centre in the plastic policy debate.
  - Our Agents of Change experiment – working with diverse community voices to build a new narrative around the need for marine conservation zones in three pilot areas; [Beachy Head East](#), and Kingmere (both in Sussex) and Cromer Shoals (North Norfolk). The project tackles key underlying issues with the public perception of marine protected areas and is supporting a network of new voices to shift the narrative about MPAs. There is already evidence of shared understanding and openness to the range of values people attach to the coast and sea resulting in improved dialogue and engagement in the project areas.
  - The Sound Waves campaign – helping NGOs apply the values-based approach in their communications for a '[Mental Health Awareness Week](#)' experiment, engaging leading academics in the field of ocean and human health and wellbeing from Exeter University and One Ocean FM, a

communication platform to accelerate action around UN Sustainable Development Goal 14, which reached and resonated with hundreds of thousands of people.

- Ocean Literacy – applying the collaborative ethos and values based approach of the Marine CoLAB, we worked to establish a new network with organisations beyond the Marine CoLAB which have significant reach to help accelerate UK ocean literacy (an understanding of the ocean’s influence on us and our influence on the ocean) – identified as a systemic gap in communicating the value of the ocean effectively.
- We have brought together communications professionals across the Marine CoLAB and beyond to share our thinking about effective communication and taking a values based approach.
- Been instrumental in bringing together a wider network of organisations connected through LAB members to collaborate on innovative campaign activities including, for example:
  - Ocean Literacy design sprints – which led to the piloting of [World Ocean Day for Schools](#) in 2018, engaging 410 schools and approximately 82,000 students.
  - The #OneLess [design challenge](#) and pioneer network – working with designers, technologists, architects and planners to develop, design and scale up transformational refill solutions for London.
- Seen member organisations embracing innovative approaches that help them build wider networks of support and collaborating more effectively to create change. For example, Marine CoLAB members, Thames Estuary Partnership and Fauna & Flora International, have both taken the ‘Three horizons’ horizon scanning approach back to their organisations for wider roll out since experimenting with this approach in the Marine CoLAB.
- New CoLABoratory approaches are being implemented through member networks beyond the Marine CoLAB. For example, the High Seas Alliance took a values based approach to the UN to great effect, using knitted sea creatures to bring the ocean into the room ‘switching people out of negotiator mode’ and reconnecting them with their purpose for being there.
- We are increasing awareness of a values based approach in the funding community (for example through a funding system change report, a funders’ drinks reception and Environmental Funders Network blog).

Through all of this work we have strengthened the CoLABoratory approach within the core Marine CoLAB group and have begun to amplify it within our organisations and across wider networks.

Close monitoring of our progress across our key strands of collaboration, experimentation and communication means that we have been able to learn from our practice and are now in a strong position to shift into a new phase of operation.

## 2. What's next? The Marine CoLAB Strategic Plan 2019-2021

### *Amplifying our impact*

Over the next three years, we want to build on our achievements and grow our collaborative network to amplify influence and impact. We will continue to identify and develop initiatives which address key strategic gaps, supporting the sector to scale the pace and effectiveness of change.

Our plan will be shaped by our four key principles: collaboration, communication, experimentation and learning (see the final section for a full account of our ways of working). We will continue to improve how we work together, testing governance and learning models at the cutting edge of collaborative practice and monitoring and evaluating our work.

### *Our focus*

We have refocused our strategy for 2019-21 on three core ambitions to secure clean, healthy, productive seas by promoting the development of a more 'ocean friendly' society. We aim to focus on communication and shifting the narrative on marine conservation, identify and start to address key strategic gaps and build capacity within and beyond the sector.

### *Shifting the narrative on marine conservation*

By leveraging the collective thinking and influence of the group, we will shape new stories for the sector and support a coherent, compelling voice on ocean value.

Recent research has shown that there is a significant gap between what scientists and civil society organisations (CSOs) are saying and what the public thinks about ocean issues.<sup>[10]</sup> People in general demonstrate a limited understanding of the value of the ocean, why it matters for them and the need for it to be protected and managed in a sustainable way.<sup>[11]</sup>

There is evidence that more effective, values based communication can meaningfully engage people and create the sort of change we need.

There has been an increase in public and political awareness around particular marine issues, like plastic pollution. <sup>[9]</sup> The most recent upsurge in interest in this issue in the UK has been dubbed 'the Blue Planet Effect' after the BBC's success in connecting with a huge new audience and motivating them to rethink our unhealthy relationship with plastics. Having showcased the stunning beauty and diversity of our ocean, they used the story of ocean plastics to connect with viewers at a deeper, emotional level. Some of the most memorable sequences in Blue Planet II enabled people to connect with the great big deep blue ocean in a way that touched their hearts. That connected with their values – with what they hold dear. The audience response is reported to have given the BBC the confidence to commission more programmes that look at our impact on the environment – something they have shied away from in the past.

But landmark series like Blue Planet come round once in a decade. In the meantime, are we shying away from telling a relatable story about our ocean as the generous heart of life on earth, beating with all the awe, wonder, love, beauty and excitement that inspires us all and makes life worth living?

In 2017, the Environmental Funders' Network (EFN) published *What the Green Groups Said*, a survey of 90+ environmental CSO chief executives. Strategic communications and framing emerged as the number one skill set groups say they lack. " *The sector needs investment in communications expertise – in terms of messaging, behaviour change and connecting with people's values.* " Research has suggested that in the UK, a 'doom and gloom' perception of the ocean is currently the dominant narrative, " *creating a pessimistic lens through which any engagement efforts are filtered* " <sup>[10,14]</sup>.

The survey reinforced an earlier report from EFN which identified a lack of CSO capacity in a number of critical areas including collaboration and lobbying. It suggested that too little time and resource are available for CSOs to reflect on their work, to innovate, and to invest in the skills that support more high-risk, but potentially high impact, strategies. At the same time, philanthropic funding is spread thinly across the sector and not always playing to its strengths: freedom, flexibility, ambition, and the capacity to try new things.

We believe understanding the full range of ocean value and communicating at a level of people's own deeply held values are key tools in enabling people, whoever they may be, to reconnect with the resource so that they are more likely to engage with the restoration and sustainable use of our ocean.

We will work with people and organisations, such as others in the marine sector who are seeking to influence how we frame the ocean, as well as those, such as policy makers, business, education, who are currently framing the ocean.

## *Addressing strategic gaps*

The Marine CoLAB's horizon-scanning earlier this year identified some key domains of intervention - pollution, sustainable fisheries, marine protected areas and the high seas - and some underpinning conditions and opportunities for change. These chime with findings from a report to be published by the Esmée Fairbairn, John Ellerman and Calouste Gulbenkian Foundations into effective marine funding in the UK.

- The need to improve ocean literacy as a condition for improving policy support and public action
- The need for a more joined-up approach across government and within the conservation sector
- The opportunity of shaping a narrative (post Blue Planet II) of the wider value of the ocean and the potential of a global role for the UK in promoting positive action on marine conservation
- The need to increase the visibility of marine protected areas and community support for them
- The need to have a wide range of actors from and beyond civil society working together
- The untapped opportunity of influencing the mainstream arts and cultural sectors

By initiating horizon-scanning activities with the wider sector and incubating initiatives to address key gaps, we will develop new experiments ourselves and work with others to design and deliver systemic responses to secure change.

## *Building capacity in and beyond the sector*

By deploying a CoLABoratory approach through learning from our work and sharing it with others, we will capitalise on our connections through networks operating at local, national and international levels and we will foster new avenues for influence, for example through the Blue Comms network we have recently established.

Research commissioned by the Calouste Gulbenkian Foundation (CGF) into the needs of the marine conservation sector identified lack of collaboration and effective communication as underlying and connected challenges<sup>[15]</sup>. Marine conservation has been effective at galvanising action in specific regions or around specific species, but overall marine biodiversity has continued to decline. Experts argue that what we need now is a collaborative approach, that builds interdisciplinary scientific capacity 'puts the ocean back together' as a single connected ecosystem and promotes coherence and innovation in the messaging and actions of the sector<sup>[16]</sup>.

There is increasing understanding across civil society of what it takes to influence change at a fundamental – systemic – level. Julia Unwin, Chair of the UK's Inquiry into Civil Society Futures, speaks of the need to foster greater 'connectedness' across civil society.

To enable systemic change, we need stronger networks of organisations working together (across sectors and disciplines), sharing their knowledge and expertise, pooling resources and working in unison.

We also need to recognise that systemic change is a long-term project. Progress is seldom linear or outcomes clear from the outset or easy to measure or attribute to specific organisations.

We aim to help build the capacity of stakeholders we have identified as of strategic importance through programmes, workshops and tools.

## A Log Frame for Marine CoLAB activity 2019 – 2021

	Objective	Indicator	Means of verification	Assumptions
Impact	Our ocean is clean, healthy and productive for future well-being	Key indicators on ocean health (see UN SDG 14)	Monitored externally - SDG 14	Our work is making a meaningful contribution to positive change
Outcomes	An ocean friendly society that values the contribution our ocean makes to our continued well-being	The current narrative around the ocean represents the full range of human and ocean values (not just economic values) - in policy, civil society messaging and across other stakeholders	Conducting or drawing on values research and monitoring ocean framing in society  Ocean friendly society indicator in development	Uncovering and communicating the value of the ocean connects people to deeply held, personal and shared values and leads to better and faster ocean conservation
	A change or shift in policy, infrastructures, practices and behaviours that supports marine protection among actors and stakeholders that create impact on the ocean in the following identified areas - <ul style="list-style-type: none"> <li>• Pollution (e.g. plastics)</li> <li>• Sustainable Fisheries</li> <li>• Marine Protected Areas</li> <li>• High Seas Protection [TBC]</li> </ul>	Reduction of plastics entering the ocean  Increased community awareness, engagement and support, for example for MPAs  Increased stakeholders taking action and solutions on issues like single use plastics  Increased ocean literacy across society - for example in schools	Oneless monitoring  Agents of Change monitoring  Specific campaigns - monitoring of news and media  Solution and impact monitoring of the large number of stakeholders we are engaging  Monitoring curriculum	We need to create targeted projects and experiments that respond to opportunities that emerge (from horizon scanning)

	<p>The marine sector and those influencing how we frame the ocean (in and beyond the UK) is more effective and impactful in creating change including:</p> <ul style="list-style-type: none"> <li>• Communications capacity</li> <li>• Policy influence</li> <li>• able to collaborate, be adaptive and respond to emerging challenges</li> <li>• improved leadership and strategic foresight</li> </ul>	<p>Increase in skills and knowledge in practice (individuals, organisations and inter-organisational)</p>	<p>Monitoring of interventions</p>	<p>That to create the systemic change required towards marine protection we need collective action across all parts of the system</p> <p>We need civil society to collaborate to leverage our shared capacity and voice to create change</p> <p>Civil society and other change makers need to build their capacity in systemic, experimental and values based approaches in order to create greater impact</p>
<p>Outputs</p>	<p>Shared strategies and collaborations across and beyond the marine sector..</p> <p>Collaborative campaigns and communication interventions</p> <p>Experiments and projects that pioneer new approaches to delivering conservation</p> <p>Capacity and resources developed that support a growing number of people and organisations</p>	<p>Organisations that frame the ocean are aligned around core messages that reflect a VBA (better communications)</p> <p>Strengthened collaboration - trust and efficiencies in shared capacity</p> <p>Insights that are useful to others about the state of the ocean and how to effect change</p> <p>Number of people engaged and attend events and capacity building activities</p>	<p>Monitoring of activities and interventions - through an action research approach</p>	<p>That greater impact is created through a cohesive NGO voice</p> <p>That collaboration creates more efficiencies in delivery</p> <p>That new approaches and capacity is needed across the sector to address the challenge</p>

## *Key activities and intended outcomes*

The Marine CoLAB will deliver a series of core activities over the next three years, as well as continuing to drive, support and connect its existing body of work. These activities will include:

- Development of the Shifting the Narrative Pioneer network and a collaborative campaign such as One Ocean 2020, which will promote 'joined-up' one ocean messaging to influence the UN 2020 conference, working with policy makers, scientists, NGOs and the media.
- Design and delivery of annual horizon-scanning workshops with the wider sector to identify cross sector synergies and strategic gaps.
- Incubate and catalyse 3-5 new collaborative experiments and projects that support marine protection, securing funding where needed.
- Continue to deliver established experiments, amplifying our learning and communication.
- Design and delivery of a capacity building and engagement programme for identified stakeholders – in the Marine Sector as well as with others who influence how we frame the ocean.
- A programme of workshops to bring in external approaches that we and our community can learn with and from.
- Develop and publish tools and evidence for using a values based approach, including peer review papers and a VBA toolkit.

We understand and acknowledge that we are working with complex systems and in an emerging field of values research but have identified the top line outcomes (see Log Frame above) within our key strands of work. Part of the value of the Marine CoLAB capacity and approach is an ability to respond dynamically to the operating environment as it changes. Nevertheless, if we are to achieve real progress over the next three years, we would expect to see some or all of the following:

- A flourishing ocean literacy network, 'We are Ocean', connecting within and beyond the UK, sharing ideas and resources, developing new initiatives and scaling the World Ocean Day for Schools campaign.
- A wider appreciation of the value of marine protected areas and more examples of community managed initiatives or management measures with strong community support.
- More examples like #OneLess where a collaboration of organisations take a systemic approach and is able to catalyse significant change to specific challenges in pollution, marine protection and/or securing sustainable fisheries.

- Enhanced skills and appetite amongst our growing Marine CoLAB community which include conservation organisations and others who have influence over framing the ocean to deploy framing research and values based approaches pioneered by a collaborative Shifting the Narrative network.
- Clear influence of the Marine CoLAB in national and international policy arenas in supporting a more joined up voice for the ocean and promoting a values based approach to change.
- New networks like the #OneLess Design Fellows and new campaigns, like Sound Waves, connecting and inspiring actors beyond the conservation community.

## 3. Implementing the strategy

### *An adapted model for collaboration*

To date, the participation of Marine CoLAB Members has been facilitated by core funding from the Calouste Gulbenkian Foundation, recognising that good collaboration takes time and resource and CSOs need core support to connect and work together well. Building on the Marine CoLAB experience over the last three years and learning from other collaborative initiatives to create systemic change, for example the Garfield Foundation's RE-AMP initiative and the Finance Innovation Lab, the Marine CoLAB will adjust its operating model from 2019 as illustrated in Figure 1. This will enhance collaborative accountability and governance, increase efficiencies in the use of resources, and enable it to scale work in its three key areas: shifting the narrative; addressing gaps; and building capacity.

**Steering Committee:** This provides overall governance and is responsible for maintaining the purpose, strategy and whole perspective of the initiative – as well as designing the collaborative infrastructure. Initially, it will comprise the core Marine CoLAB member organisations – including representatives from the working groups—with additional members to be appointed next year based on expertise. The Marine CoLAB will undertake a gap analysis later this year, determining what skills the current Marine CoLAB membership bring and what might be missing, bringing on additional organisations identified to diversify the steering group skill set in 2019-20. All steering committee member organisations will be funded to participate in four half-day meetings per year.

“It’s important to have a centralized body looking across different working groups so they don’t get siloed,” says [RE-AMP](#) network coordinator Elizabeth Wheeler. “They distribute information across the whole network.”

**Marine CoLAB Shifting the Narrative Network:** Over the last three years the Marine CoLAB has comprised nine core organisations. In the next phase of our development as we shift our model we will expand membership of the CoLAB community to all interested organisations who are also working collaboratively towards creating a more ocean friendly society. We will learn together and help

build capacity so that we can find collaborative experiments that fill strategic gaps and amplify our collective influence on communicating the value of the ocean.

**Coordinators:** The network will be supported by two full-time staff equivalents. A new Comms Officer role will join the existing Marine CoLABoration coordinator. The posts will be managed by Steering Group members on behalf of the Marine CoLAB, currently the Marine Conservation Society and IPSO/Comms Inc. This ensures coordination is distributed across the network and resources go to member organisation rather than siphoning them away to pay for a central office.

**Working groups:** There are three working groups to deliver on each of the key strands of the strategy. Each working group has a chosen Driver, who helps set the agenda and coordinate work among participants. Drivers will be remunerated for four working days per year to develop and oversee delivery of the strategy for their strand of work. Other activities will be funded through specific projects, for example the capacity building programme or a communications campaign, with contributions from project costs supporting the core coordination.

**Information Sharing and Collaboration:** Slack is an online platform that enables information sharing and collaboration. Working groups each have channels that they can populate with updates, shared files, and other information. CoLAB community members can upload documents, and there are related functions like wikis and blogs that allow for robust communication.

**Learning:** The learning system is also coordinated by staff and attempts to decrease the burden on each organization to do separate reporting. Members are asked to input data online and to track progress against their goals. The CoLAB coordinator analyzes this data looking for cross-cutting patterns, gaps, and opportunities to share information with other members.

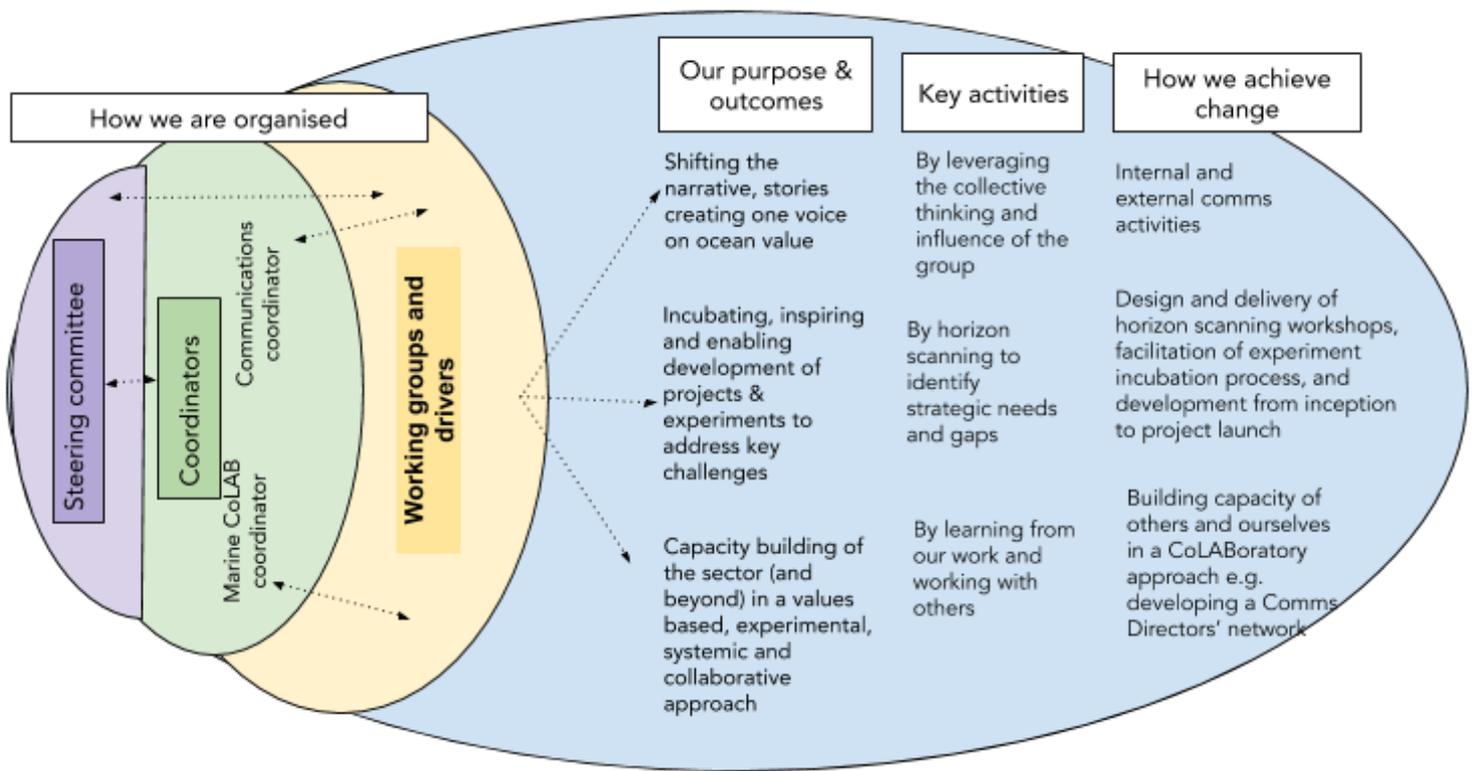


Figure 1. A new model for the Marine CoLAB

## 4. More about the Marine CoLAB and how we work

### *Our hypothesis*

### We protect what we value

We have one planet. One Ocean. Unless we ensure that our ocean is clean, healthy and productive, our future wellbeing will be compromised.

Evidence of the multitude of ways we benefit from the ocean is growing. However, information about how the ocean makes life both possible and worth living is not widely communicated or understood.

The current dominant narrative around the ocean is based on economic values. All too often this leads to short-term thinking and over-exploitation.

We need to build a more ocean friendly society where people share an understanding of our inextricable connection with the ocean and act to safeguard all the benefits it provides.

Participants in the Marine CoLAB share a belief that we can accelerate progress towards an ocean friendly society by collaborating and by placing value at the heart of shaping solutions.

We hypothesise that uncovering and communicating the value of the ocean in all its rich diversity connects with people's deeply held, personal and shared values and leads to better and faster ocean conservation.

We call our way of working the Values Based Approach<sup>1</sup>.

## Our vision

Our vision is of a healthy and less threatened ocean and an ocean friendly society that values the contribution our ocean makes to our continued wellbeing and acts to safeguard its value in all its rich diversity.

## Who are we?

The Calouste Gulbenkian Foundation (CGF) established the Marine CoLAB in 2015 because current solutions are not creating the impact required to meet the scale of threat facing our ocean.

In 2013 -14, CGF funded research<sup>2</sup> suggested that progress towards a sustainable future for our ocean was hampered by a number of things including siloed information, limited decision-making and uncoordinated action taken by too few stakeholders. The research identified key levers that could catalyse systemic change in the marine sphere. These included enabling marine NGOs to innovate and collaborate and to communicate more effectively about the value of the ocean. In response to these findings, the Marine CoLAB was initiated in 2015.

At the heart of the Marine CoLAB is an established collaborative group of individuals from ten organisations: ClientEarth, Fauna and Flora International, Forum for the Future, Institute for European Environmental Policy, International Programme on the State of the Ocean, Marine Conservation Society, New Economics Foundation, Thames Estuary Partnership, Funding Fish and the Zoological Society of London.

As initiator and funder the Calouste Gulbenkian Foundation has played an integral role in shaping the Marine CoLAB.

We welcome opportunities to collaborate with and learn from others.

## How do we work together?

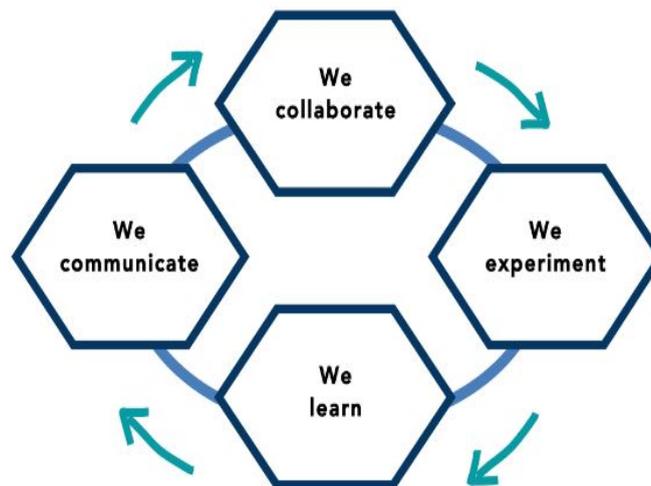
Our work is 'coLABoratory' and guided by four principles: collaboration, experimentation, learning and communication.

**We collaborate:** We meet regularly as equal and active participants in an innovative, effective and supportive collaboration. We welcome ideas and expertise from others.

**We experiment:** We co-create projects, both within our organisations and in the world, that test our hypothesis and the Values Based Approach. We accept that not all the interventions we test will be successful.

**We learn:** We create action-learning cycles to actively reflect on our collaboration and on the small, light touch experiments and larger projects we initiate and run. We share and replicate good practice and adapt and amend plans when we need to.

**We communicate:** We work together to communicate about how the ocean makes life both possible and worth living. We frame our communication to connect with people's deeply held, personal and shared values to reconnect their wellbeing with the ocean.



Our approach is iterative, fostering an ecosystem of change

The core Marine CoLAB group acts as a catalyst, exploring strategic opportunities, incubating and implementing experiments that test our hypothesis and add value to the sector. Some experiments mature to a 'project stage' with additional funding and increased capacity to deliver specific outcomes and impacts. While projects operate as satellites of

the Marine CoLAB, the core group benefits from opportunities for further experimentation, learning and communication.

We take a systems approach, operating across the whole ecosystem but we are particularly interested in three spheres of influence.

- The marine sector: NGOs, director/managers of communications, directors /managers of programmes, policy and advocacy, CEOs, trustees, ocean funders, amplifiers – for example media & high profile individuals.
- Wider civil society sector: other NGOs and funders who might adopt a collaborative and values based approach.
- Others engaged through our experimental projects: businesses, individuals.

## Our model for Systemic Change



## *A Values Based Approach*

Our values based approach to devising and designing experiments, projects and communications explores the interplay between the value of the ocean, expressed in terms of the many ways in which people benefit from it, and the deeply held personal and shared values held by individuals and society which shape our experience and our behaviour.

### *We protect what we value*

People are motivated to pursue goals that align with what is important to them. There is now widespread recognition that the positive effects of emotional connection are essential to sustained pro-environmental values and behaviours. In order for people to get behind initiatives to safeguard the ocean, interventions have to resonate with people and reflect their deeply held, personal values. People need to feel that aligning with the initiative will be a way of safeguarding or celebrating what is important to them.

A clear understanding of both the ways people value the environment and the human values that underlie them is essential to conservation success.



We hypothesise that uncovering and communicating the rich diversity of ways that people value of the ocean increases opportunities to spark connections with deeply held, human values among a broader range of people and creates potential for people to recognise unifying shared motivations to take action. This in turn leads to broader and deeper engagement, more stakeholders getting involved and better and faster action for ocean conservation. In short we believe it is a means to create the impact required to meet the scale of threat facing our ocean

Recognising a diversity of value to engage everyone with an interest in a clean, healthy and productive future for our ocean

Our ocean clearly has value. Some of that is realised in the traded economy through the sale of goods and services, but much of the value that people attach to the ocean and many of the benefits we derive from it have no monetary basis. Some types of value are easier to understand, measure and report and this may be one of the reasons why a relatively narrow set of value dominates the narrative. For example, while the importance of quality livelihoods to human wellbeing is critical and clear, the 'harder to measure', some would say priceless, value realised in our emotional, social and cultural experiences are often overlooked or omitted. When this happens, opportunities for people to connect with ocean messaging and causes and with each other are diminished. We can end up in siloes defined by particular aspects of who we are. We can find ourselves in deeply entrenched disagreements defined by problems and issues, where change can sometimes feel impossible to achieve.

We believe that refocusing and placing value at the heart of solutions for our ocean could offer an opportunity to shift the conversation and draw in the breadth of stakeholders that we need to engage to make the change we need to see.

## *The creation of a LAB: Scoping, inception, establishment and future plans*

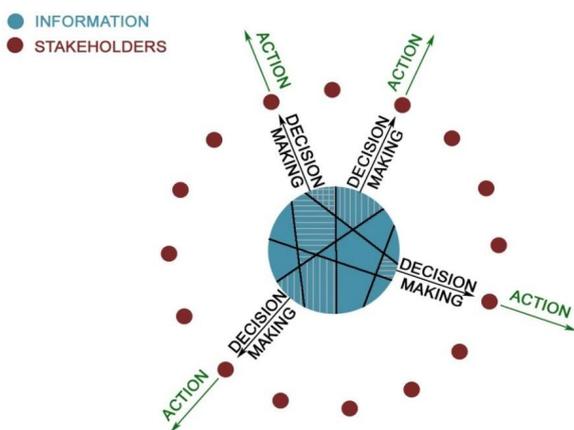
The Calouste Gulbenkian Oceans Initiative (GOI) was launched in Lisbon, Portugal in 2013 with the following stated mission: *“Our oceans need to be in better shape if they are to make enhanced and sustainable contributions to our wellbeing and economies, and for this we not only need to understand their real value, but to look at their protection and restoration not only as a cost but as an investment”*

As part of the wider GOI the ‘Valuing the Ocean’ work strand was initiated by the CGF UK Branch. In 2013 Forum for the Future was commissioned to identify leverage points to enable and accelerate change in the marine sphere. The result was a report entitled *“A systems programme for leveraging change on marine issues.”*

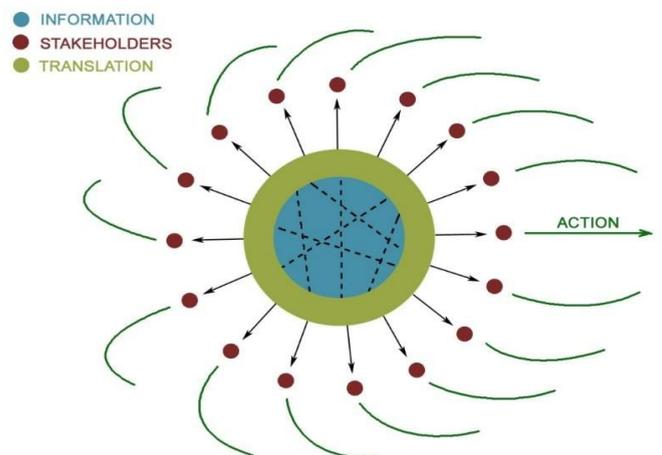
The report found that progress towards sustainable management of our ocean is being hampered by:

- 1) the lack of information available about the marine environment
- 2) the fact that existing information does not currently flow to the right stakeholders at the right times and in the right ways to drive better management decisions.

The report hypothesised that improving this flow of information would lead to strengthened collaborations across stakeholder groups and that taking action in both areas would influence two very powerful levers of system change.



limited decision-making and uncoordinated action taken by too few stakeholders.



Potential future system: more porous partitions between siloes of information, wider distribution of data and translation of data to accessible formats for all. Action by more stakeholders

The report recommended two key interventions to bring about this system change:

1. Make information widely available to all as a result of more porous partitions between silos of information
2. Convert this information into formats accessible to a full range of stakeholder groups.

In response to these findings, the Marine CoLABoration was initiated. It was initially established to enable a relatively small group of participants to access the space and resources needed to explore existing practice, innovate and experiment. Participants were selected, through an open call or via invitation, on the basis of their distinctive experience, interests and network.

The first Marine CoLAB meeting was held in January 2015 and the small core group have been meeting regularly ever since. Initially the group was professionally facilitated by FoAM, but now works independently. The group has co-developed a driving hypothesis, approach, way of working and action learning process. A co-ordinator was appointed in 2017 to support the group's function and learning and a communications strategy is in development. The group is currently experimenting with methods of democratic shared leadership and decision-making.

The group is actively working on a number of experiments and projects and there is a pipeline of new ideas.

## *Marine CoLABoration members: expertise and networks*

	Organisational skills and experience	Wider networks include:
Client Earth	<ul style="list-style-type: none"> <li>- Legal expertise, conceiving and advocating for effective national and EU policies and laws to protect marine biodiversity</li> <li>- Influencing the effective design, implementation and enforcement of laws ensures the long-term impact of policy initiatives</li> <li>- Experienced in building the legal capacity of NGOs, lawmakers and industry stakeholders</li> <li>- Combination of science and law to maximise the impact of advocacy and effectiveness of environmental policies and laws on paper and in practice.</li> </ul>	<p>Greener UK</p> <p>Sustainable Seafood Coalition</p> <p>Wildlife and Countryside Link</p>

<p>Fauna &amp; Flora International</p>	<ul style="list-style-type: none"> <li>- Global NGO, working on over 140 projects, in over 40 countries to conserve threatened species and ecosystems</li> <li>- Expertise in “on-the-ground” conservation, building capacity at local, national and international scales and influencing corporate and legal policy and practice.</li> <li>- Responsive to emerging threats and solutions through horizon scanning and testing of innovative ideas and approaches.</li> <li>- Aim to represent the full range of value(s) of biodiversity to achieve social, political and economic outcomes</li> <li>- Collaboration is at the core of FFI’s approach. The marine programme has collaborated with over 190 organisations since 2010, providing targeted capacity building and organisational development to nearly 50 partners. FFI connect with corporate actors, infrastructure, technology, academia and national/supranational government bodies to influence change.</li> <li>- Through the patronage of publicly visible Vice-Presidents, e.g. Sir David Attenborough (as well as a varied Council of Trustees), FFI can engage high-profile advocates, global influencers (e.g. Mission Blue) and high net-worth individuals to help drive change.</li> </ul>	<p>Cambridge Conservation Initiative</p> <p>Microbeads coalition</p>
<p>Forum for the Future</p>	<ul style="list-style-type: none"> <li>- Global NGO working to solve complex sustainability challenges using applied futures analysis, system innovation and sustainable business practices to make transformations and embed change.</li> <li>- Build innovative coalitions to help solve issues that no one organisation can solve</li> <li>- Focus on learning- apply lessons from working with different sectors and on different issues.</li> <li>- Undertook scoping work on the system change dynamics for marine issues in Europe to develop CGF’s emerging UK strategy, identifying key opportunities for system change.</li> </ul>	<p>Finance Innovation LAB</p> <p>Civil Society Futures</p> <p>SIX</p> <p>System change funder and NGO networks</p>
<p>IEEP</p>	<ul style="list-style-type: none"> <li>- Leading independent environmental policy analysis organisation in Europe, seeking to strengthen the conceptualisation, design and implementation of European policy</li> <li>- Strong engagement in, and understanding of, the EU policy context for marine policy.</li> <li>- IEEP identify the opportunities and threats in EU policy making and key targets and timescales for focussed communication work.</li> <li>- Close contact with (and influence on) EU policy making and a strong foundation in the analysis of the science, economics and policy which are central to communicating the greater priority that must be given to marine ecosystems.</li> </ul>	<p>Green Alliance</p> <p>Greener UK</p> <p>EU networks</p> <p>Globe EU</p>

	<ul style="list-style-type: none"> <li>- Work closely with the round table of senior policy officers in the Green Alliance, which focuses on determining key messages to influence policy makers.</li> </ul>	
IPSO	<ul style="list-style-type: none"> <li>- Bring together science and communications to increase our understanding of the role of the ocean at an Earth System level by undertaking scientific analysis and sharing it in an accessible way.</li> <li>- IPSO consider the cumulative impact of stressors on the ocean and produce a global 'state of the ocean' report</li> <li>- 30 years experience of communications for NGOs.</li> <li>- Wide network including work with all the major ocean groups, coalitions, scientists and UN</li> <li>- Innovators in science and comms projects in development to elevate human engagement with the ocean to a new level.</li> <li>- Build capacity and offer strategic support to NGOs in UK and around the world in comms and campaigning</li> <li>- Able to share LAB learning widely with networks and groups</li> </ul>	<p>Deep Sea Conservation Coalition</p> <p>Global Ocean Trust</p> <p>High Seas Alliance</p>
Marine Conservation Society	<ul style="list-style-type: none"> <li>- Expertise in UK marine science and conservation for over 30 years.</li> <li>- Work to explore connections between people and the marine environment, building an understanding of the socio-economic and intrinsic value of the marine environment, and how improving the ways in which we measure and account for this full range of values can contribute to more equitable and effective policy and decision-making.</li> <li>- Work directly with UK sea users, e.g through Community Voice Method approach, Your Seas Your Voice to get their opinions on non-monetary (and monetary) values of the marine environment with respect to MPAs and their management.</li> <li>- Understanding of what will motivate public engagement on marine issues and how that may be relevant to driving more equitable and effective decision-making for both people and the ocean.</li> </ul>	<p>Marine Litter Action Network</p> <p>Great British Oceans Coalition</p> <p>Greener UK</p> <p>The Wild Network</p> <p>Wildlife and Countryside Link</p>
New Economics Foundation	<ul style="list-style-type: none"> <li>- In depth understanding of economics with a holistic approach to problems integrating the Social-Environmental-Economic. <ul style="list-style-type: none"> <li>- Developing a new narrative around marine conservation which puts employment for coastal communities at the centre</li> <li>- Generating economic evidence about the benefits of fish stock restoration across the EU and economic implications of allocation of fish quota</li> </ul> </li> </ul>	<p>Marine Socio-Economics Network</p> <p>Natural Capital Coalition</p>

	<ul style="list-style-type: none"> <li>- Facilitation- bringing people together from a diversity of organisations.</li> <li>- Communicating complex issues in user-friendly ways</li> <li>- Work with other organisations to build capacity and strengthen socio-economic skills: adapting lessons and materials from current projects</li> <li>- Network of partners across the UK and the EU</li> <li>- Extensive knowledge of trends in marine conservation, willingness to take risks and an innovative and distinctive approach.</li> <li>- Informing &amp; influencing industry practice</li> <li>- Building capacity for marine conservation by strengthening local partners</li> <li>- Expertise in driving forward collaborations and engaging with multiple stakeholders.</li> <li>- Experienced in building organisational capacity and managing change in organisations</li> </ul>	
Thames Estuary Partnership	<ul style="list-style-type: none"> <li>- Neutral facilitation</li> <li>- Impactful engagement and education across multiple sectors</li> <li>- Building relationships across conflicting agendas</li> <li>- Small and landscape scale community driven project delivery</li> <li>- Community engagement</li> <li>- Bridging the gap between academia and real world conservation</li> </ul>	<p>Coastal Partnerships Network</p> <p>Marine Social Science Network</p>
Zoological Society of London	<ul style="list-style-type: none"> <li>- Expertise in applied , community based marine conservation nationally and internationally.</li> <li>- Scientific advisors to the Global Legislators Organisation.</li> <li>- &gt;1.65M visitors to ZSL's Zoos and &gt;3M visitors to the website annually provides an immediate platform for public engagement.</li> <li>- Innovative- developing new partnerships and approaches to deliver change. (e.g. retail activism partnership with Selfridges).</li> <li>- Frame interventions around achieving solutions</li> </ul>	<p>Great British Oceans Coalition</p> <p>Ocean Optimism Network</p> <p>Wildlife and Countryside Link</p> <p>National Geographic</p> <p>British and Irish Association of Zoos and Aquariums</p>

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