

# What are the barriers and enablers to effectively balancing stakeholder needs and priorities in multi-stakeholder partnerships for effective and equitable coastal resource management?

## Acknowledgements

Many thanks to all COAST MEL services team members for their thoughtful considerations in supporting the delivery of this product.

## Disclaimer

The views expressed in this report are those of the evaluators. They do not represent those of the UK Government Foreign, Commonwealth and Development Office (FCDO) or of any of the individuals and organisations referred to in the report.

## Suggested citation

Itad and MRAG (2025) What are the barriers and enablers to effectively balancing stakeholder needs and priorities in multi-stakeholder partnerships for effective and equitable coastal resource management? Brighton: Itad.

## Copyright

© Itad 2025



This is an Open Access paper distributed under the terms of the Creative Commons Attribution 4.0 International licence (CC BY), which permits unrestricted use, distribution, and reproduction in any medium, provided the original authors and source are credited and any modifications or adaptations are indicated.

# Contents

List of acronyms.....	4
1. Introduction.....	5
2. The foundations of partnerships .....	7
2.1. Stakeholder inclusion in MSPs .....	7
2.2. The value-add of the partnership .....	9
2.3. Compatibility of vision .....	10
2.4. Capabilities and leadership.....	11
3. Relational and power dimensions .....	12
3.1. Power dynamics.....	12
3.2. Trust and transparency.....	13
3.3. Accountability and commitment.....	14
4. Governance and operational structures.....	15
5. Knowledge, learning and communication.....	18
6. Conclusions .....	20
References .....	21
Annex: Strength of Evidence assessment .....	26

## List of acronyms

CBFM	Community-Based Fishery Management
COAST	Climate and Ocean Adaptation and Sustainable Transition
CRM	Coastal Resource Management
FCDO	Foreign, Commonwealth & Development Office
IUU	Illegal, Unreported and Unregulated
LEAP	Locally Empowered Area Protection
MEL	Monitoring, Evaluation and Learning
MPA	Marine Protected Area
MSP	Multi-Stakeholder Partnership
NAP	National Adaptation Plan
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
OECM	Other Effective Area-Based Conservation Measure
PAA	Preferential Access Area
REPMAR	Fisheries Maritime Regulation
RFMO	Regional Fisheries Management Organisation
SNA	Social Norm Approach
TURF	Territorial Use Rights for Fisheries
UN	United Nations
UNOC	UN Oceans Conference

# 1. Introduction

**Coastal resource management (CRM) includes all activities aimed at managing and sustaining resources in coastal areas which have economic and ecological value.** The concept has emerged in response to the degradation of mangrove forests, seagrass ecosystems, fish habitats and coral reefs caused by human activities such as unsustainable fishing practices and pollution (Baquiano, 2016). This depletion has huge negative implications for coastal communities, who derive income and food from coastal resources and whose traditions and values are closely linked with marine and coastal resources, especially in developing countries (FAO, 2015; FCDO, 2023; UNOC, 2022). The Foreign, Commonwealth and Development Office's (FCDO's) Climate and Ocean Adaptation and Sustainable Transition (COAST) programme aims to support vulnerable coastal communities by facilitating sustainable approaches to CRM, with a focus on marine habitats, small-scale fisheries and sustainable aquaculture.

**CRM is important because, if implemented equitably, it has the potential to contribute significantly to sustainable poverty alleviation, improving food security and mitigating climate change through nature-based solutions such as blue carbon** (FAO, Duke University and WorldFish, 2023; FCDO, 2023). As illustrated in Figure 1, in the context of a sustainable blue economy, equity is about acknowledging and valuing the identities, knowledge systems, rights and interests of all stakeholder groups (recognitional equity), ensuring all stakeholders have equal opportunities to participate meaningfully in fair, transparent and accessible decision-making processes (procedural equity), fairly distributing benefits and burdens among actors (distributional equity), and recognising that different stakeholder groups have varying capacities, vulnerabilities, and levels of dependence on coastal resources (contextual/environmental equity) (Hampton-Smith et al., 2024; Crosman et al., 2022).

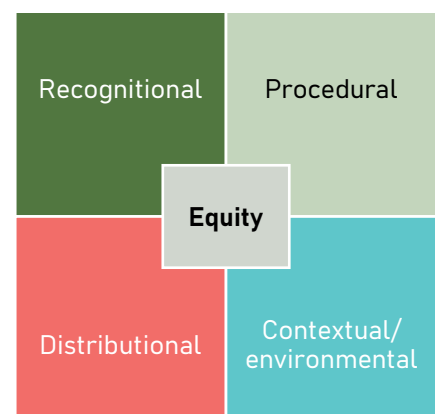


Figure 1. Four dimensions to equity

Equity and effectiveness are strongly linked in the management of coastal habitats because initiatives that engage local stakeholders through co-management interventions — such as Locally Managed Marine Areas and market access for small-scale fisheries — have been demonstrated to have higher returns and income multiplier effects if short-term risks are mitigated (FCDO, 2023; UK Government, 2023).

**Like many other global challenges (sometimes called 'wicked' problems), CRM solutions are too complex to be designed, implemented, managed and sustained by a single organisation or set of actors** (Clarke and MacDonald, 2019; MacDonald et al., 2018). The achievement of sustainable, long-term results needs the involvement of: ocean-based industries (such as the fishing, aquaculture, tourism, waste and agriculture sectors), the United Nations (UN) and governments to create an enabling environment and catalyse efforts; private and public finance to initiate and scale initiatives; civil society to facilitate, implement and inform processes; and, most importantly, the communities who are most affected by changes in the coastal environment and live in close connection with it (FCDO, 2023).

**As a result, multi-stakeholder partnerships (MSPs) have gained increasing importance in the context of coastal and marine conservation and protection.** Box 1 offers three definitions of MSPs. Although they focus on slightly separate features of MSPs, each includes the notion of a

diverse set of actors, with differing interests and needs, who join forces and collaborate to address a complex problem.

Box 1. Definitions of multi-stakeholder partnerships

“Multi-stakeholder partnerships are cross-sector social partnerships that have more than one partner from each of the business, government and non-profit sectors (Clarke and MacDonald, 2019). These partnerships are typically formed when a social issue is considered too complex and multifaceted for a single organisation or sector to address alone, thus necessitating joint action across sectors.” (MacDonald et al., 2018)

“A process of interactive learning, empowerment and participatory governance that enables stakeholders with interconnected problems and ambitions, but often differing interests, to be collectively innovative and resilient when faced with the emerging risks, crises and opportunities of a complex and changing environment. [...] We mean a semi-structured process that helps people to work together on a common problem over a shorter or longer time. But different individuals and groups will relate and engage with each other in different ways.” (Brouwer et al., 2016)

“An ongoing collaborative relationship between or among organisations from different stakeholder types aligning their interests around a common vision, combining their complementary resources and competencies and sharing risk, to maximise value creation towards the Sustainable Development Goals and deliver benefit to each of the partners.” (Stibbe et al., 2020)

The sustainable management of coastal and marine resources must embrace the interests and concerns of a wide range of stakeholders to enhance human wellbeing and ecosystem resilience (Österblom et al., 2023). But this is not an easy endeavour; stakeholders come with different resources but also with different priorities, values and needs. This evidence review identifies and discusses a set of barriers and enablers to effectively balancing stakeholder needs and priorities in MSPs for effective and equitable CRM — exploring those related to the foundations of partnerships (Section 2), relational and power dimensions (Section 3), governance and operational structures (Section 4) and knowledge, learning and communication (Section 5). It concludes by offering a set of practical reflections on these enablers and balances which can inform the delivery of the COAST programme (Section 6).

The review has drawn on recent publications both on MSPs and on CRM. It refers to literature on MSPs to provide broad framing for effective partnerships and to deliver an analysis of enablers and barriers to balancing stakeholder needs within MSPs. It then deepens this in relation to the COAST context by exploring examples within the CRM literature more specifically. A full methodology document is included in the COAST Monitoring, Evaluation and Learning (MEL) strategy.

## 2. The foundations of partnerships

Partnerships start with a set of foundational elements which, when effectively facilitated, can enable the effective and equitable management of partners' diverse needs and priorities (Brouwer et al., 2016). The balancing of stakeholder priorities becomes easier when all partners with key resources and interests have a seat at the table, partners have a shared understanding of the value of the partnership and have the capability to contribute to the objectives of the collaboration, and there is senior-level commitment and a partnering mindset. Conversely, when these elements are lacking, balancing stakeholders' needs is often unsuccessful. The effective planning of MSPs can help identify and strengthen these foundations, enabling stakeholders to manage their competing and overlapping interests and positioning the MSP for success and equity in their CRM objectives.

### 2.1. Stakeholder inclusion in MSPs

**Effective and equitable stakeholder inclusion in MSPs is a primary enabler for balancing stakeholder priorities. A barrier is posed when the right set of stakeholders is not engaged or when those engaged are not able to participate effectively. In these cases, equitable or effective sustainable CRM is not likely to be achieved.** Integrated ocean management relies greatly on the engagement, through legitimate processes, of relevant stakeholders (Winther et al., 2023). In marine protected area (MPA) management interventions, meaningful engagement of stakeholders is considered one of the key factors in driving successful intervention outcomes (O'Connor et al., 2024). In a review of 27 global MPA case studies, a lack of effective stakeholder engagement was considered the greatest barrier to successful interventions (Giakoumi et al., 2018). Partnerships are enabled by including a combination of players who (a) are affected by the issue, (b) influence or affect decisions about the issue by using tangible or intangible resources, and (c) control implementation processes, for example by establishing what is legal or acceptable (Brouwer et al., 2016; Stibbe et al., 2020).

**There is strong evidence that failing to involve coastal communities in the management of MSPs for CRM is a barrier to the equitable balancing of stakeholders' priorities. It threatens the long-term effectiveness and sustainability of associated programmes and their outcomes. Sustainable balancing of priorities, especially those of coastal communities, can be enabled by involving respected champions and leaders.** This gives legitimacy to the partnership, increasing support and buy-in to the initiative while making deliberative decisions more equitable (Brouwer et al., 2016). Local communities are often the most affected by changes and initiatives that relate to coastal and marine habitats, but they have, in many cases, been excluded and marginalised by MSPs (Dawson et al., 2021; UNOC, 2022). For example, the establishment of MPAs without meaningful consultation with local communities often excludes them from accessing marine resources (FCDO, 2023), and small-scale fishers are often driven out of their traditional fishing areas by industrial, commercial or development activities that have not taken their interests into account (Cohen-Shacham et al., 2019). There is growing evidence that local participation in MPAs, other effective area-based conservation measures (OECMs) and Locally Managed Marine Area design and management improves their effectiveness and durability (Dawson et al., 2021; FCDO, 2023).

**Governments can play a significant role in MSPs, helping achieve convergence among players and bringing legitimacy to interventions. However, their engagement is complex and can both favour and hinder the balancing of other players' interests, including those of coastal**

**communities.** By setting the boundaries of what is legal and prioritised, governments strongly influence the rules businesses and citizens must follow, regulate investments and incentives (for example through taxation and subsidies), and even catalyse systematic engagement among other players and facilitate or hinder an enabling environment for coastal and marine conservation and protection (Stibbe et al., 2020). Nevertheless, in many countries, securing the government's buy-in is necessary to create a scalable partnership, which has strong potential for effective vertical scale-up (Stibbe et al., 2020; WHO, 2010).

**To engage the right set of stakeholders, the initiators and facilitators of MSPs should start by building a clear understanding of the problem and context, exploring the economic, cultural, social and political dynamics at play at different levels and identifying the interests and ambitions of key stakeholders.** Careful delineation of the problem is crucial: too broad a view will make it impractical to identify and prioritise forces, while a narrow view will miss stakeholders who operate at higher levels and who could be essential to solving the problem or scaling solutions (Brouwer et al., 2016). Drawing on the perspective of a broad range of stakeholders is often useful at this stage. Although stakeholders may change roles and even interests as the partnership evolves, a systematic stakeholder analysis (in the form of a stakeholder matrix,<sup>1</sup> power map, political economy analysis or system map) allows the identification and prioritisation of key potential partners, their motivations and the initial exploration of their role and degree of engagement from the beginning (Stibbe et al., 2020). But there is a trade-off to this. Although the inclusion of a variety of key stakeholders enables the functioning, success and scale of MSPs, particularly in the case of initiatives that aim to transform systems (Brouwer et al., 2016; Clarke and MacDonald, 2019; Stibbe et al., 2020), the participation of a high number of stakeholders increases transaction costs, requiring the MSP to balance diverse cultures, timescales, priorities and resource requirements (Clarke and MacDonald, 2019). When the number of partners becomes a challenge to the effective and equitable balancing of priorities, MSP facilitators can consider different governance arrangements and 'core groups', with certain players taking decisions and others playing advisory roles (Brouwer et al., 2016; Stibbe et al., 2020).

**Understanding the explicit interests and incentives of different actors encourages partnership initiators to engage, motivates their participation and enables their interests to be balanced alongside those of other partners.** Increased engagement of the private sector to deliver development goals has been a major recent paradigm shift (Stibbe et al., 2020). Businesses have significant environmental, economic and societal influence because of the extensive reach of their operations, networks and supply chains at different levels. Although their participation will largely be motivated by their particular business interests (Brouwer et al., 2016), organisations and individuals at all levels of the systems and across geographies can also be motivated by opportunities to achieve their mission and live their values, by legitimacy to operate, by new connections, by improved status or reputation and by increased knowledge and skills (Clarke and MacDonald, 2019; Dawson et al., 2021; Stibbe et al., 2020). Firms that target socially and environmentally conscious consumers are more likely to engage in public-private partnerships that align with the goals of local communities and sustainable CRM (Anderson and Ratiu, 2019). However, where the right incentives have not enabled engagement, key stakeholders can be overlooked to the detriment of achieving outcomes. For example, it is recognised that limited incentives and agriculture subsidies have limited private sector support for sustainable blue

---

<sup>1</sup> Often set out as four quadrants mapping high/low influence versus interests of stakeholders.

economies (FCDO, 2023). It follows that the facilitators of MSPs' design processes should plan activities that emphasise whether and how the partnership can help actors realise both collective and personal or organisational goals (Brouwer et al., 2016).

**Once engaged, a key enabler to elevating and balancing stakeholder needs is prioritising and managing the ongoing participation of stakeholders.** This needs to consider different levels and modes of engagement (i.e. literacy, language needs, accessibility) for different groups (Brouwer et al., 2016; Stibbe et al., 2020). A lack of ownership felt by those not involved in decision making is a consistent barrier to the effective balancing of needs in MSPs (MacDonald et al., 2018). The UN Ocean Conference (UNOC) Rules of Conduct (UNOC, 2022) encourage MSPs to recognise the diversity of small-scale fishing communities and defend and support their right to organise and represent themselves. This can be done by supporting communities to organise their own meetings, leveraging their organisational capacities and deliberative spaces, rather than organising events for them. The language used in communications and the location of meetings play a key role in the meaningful engagement of all partners, especially communities (FAO, 2016). For example in Costa Rica, the non-governmental organisation (NGO) CoopeSoliDar R.L. developed a briefing document to inform small-scale fishers and fish workers about a bill that aimed to support them. The document was written in Spanish, included graphics, and was accompanied by a process to allow coastal communities to provide feedback (Bevitt et al., 2022).

## 2.2. The value-add of the partnership

**Establishing and participating in MSPs is resource- and time-intensive, with high transaction costs, but is justified when collaboration achieves significantly more impact and net benefits than individual efforts.** A collaborative advantage arises from resource exchange, risk sharing and achieving system transformation, which requires complementary roles of multiple stakeholders (Clarke and MacDonald, 2019).<sup>2</sup> Individual partners benefit by achieving strategic objectives, gaining resources, and enhancing their social or political capital (Clarke and MacDonald, 2019; Stibbe et al., 2020).

For example, the Mikoko Pamoja (“mangroves together”) programme is a partnership between the Mikoko Pamoja Community Organization, which represents coastal communities of the Gazi Bay area in southern Kenya, an international NGO and the Kenyan government. Operating since 2010, this partnership has incentivised the protection and restoration of mangroves by enabling coastal communities to gain revenues from selling Plan Vivo-certified carbon credits and reinvesting them in community development projects (Plan Vivo, n.d.). Here, non-state actors gained access to opportunities for mangrove reforestation, achieving associated benefits of coastal protection, biodiversity and habitat strengthening, and emissions reduction. The international NGO and CBO achieved recognition through the numerous awards won by the programme (Edinburgh Napier University, 2023; United Nations Information Service, 2023). The Kenyan government received insights that informed national policies such as the Kenyan National Mangrove Ecosystem Management Plan and nationally determined contributions (NDCs). These have potential to benefit coastal areas beyond the Gazi Bay (Shilland, 2023). In addition, the global community gained improved knowledge about restoration of mangroves and carbon measurement (FCDO, 2023).

---

<sup>2</sup> For a more exhaustive description of the Partnership Spectrum, see <https://partnershipaccelerator.org/library/?module=tour1#spectrum>

**The needs and priorities of partners, particularly local and marginalised communities, can be balanced only if they are identified and explored from the beginning of the partnership process, as such informing the design of the MSP.** According to Stibbe et al. (2020), MSPs need to act by intersecting and aligning what businesses need to operate effectively, what governments are mandated to deliver and what civil society aims to achieve. Understanding what each player can and wants to gain from the collaboration acts as an enabler, because it shapes MSPs in a way that attracts key actors and maintains their buy-in and commitment to the success and functioning of the collaboration (Clarke and MacDonald, 2019; UNOC, 2022). As in the Kenyan example above, market-based systems for ecosystem services show increasing potential to leverage the interests of local communities in improving their economic welfare and empower them to protect coastal areas (FCDO, 2023). However, barriers arise when the short-term and long-term implications for partners are not explored. This can result in harm to local wellbeing, increased inequality and ecosystem degradation (Dawson et al., 2021).

**A joint analysis of the problem the partnership is trying to tackle, along with a facilitated process of mapping perspectives, opportunities and concerns, can enable a sense of collective endeavour.** Such processes can clarify the needs and priorities that will need to be balanced over the course of the partnership (Brouwer et al., 2016). Although they aim to build a common understanding and a sense of shared purpose, it should be recognised that partners may present different perceptions of the issue or have distinct interests, particularly at the beginning of the process, and that the reasons for the partnership may evolve or change over time as the vision and strategies of the MSP are identified. Nature-based solutions are complex and require a thorough understanding of trade-offs between current and future benefits (Cohen-Shacham et al., 2019). The often conflicting priorities between different stakeholders are a key barrier to balancing needs and require a fair, transparent negotiation process. At this initial stage of establishing the partnership, the goal is for stakeholders to gain an understanding of the overall situation and where commonalities and differences are, generating enough clarity to keep partners interested and motivated to engage in the MSP's development (Brouwer et al., 2016).

**Adopting a definition of 'value' that goes beyond financial and material considerations, even in market-based interventions, helps understand the full spectrum of benefits and costs that partners may incur and will enable the balancing of needs and priorities from the beginning of the partnership.** The conversation should not shy away from recognising the importance of money, because the possibility of funding often leads players to initiate MSPs. For example, the demonstrated income multiplier effects of co-managed programmes with local communities can reasonably draw them towards MSPs (FCDO, 2023).

### 2.3. Compatibility of vision

**Stakeholders' values and visions in CRM partnerships can differ greatly. Partnerships with stakeholders that have radically different values can easily lead to misunderstanding between partners. Establishing shared values is a crucial enabler for successful partnership in both the profit and non-profit sectors.** The private sector, academia and governments sometimes support projects or demands that contradict the demands of coastal communities, such as those of artisanal fisheries, posing significant barriers to the equity of the MSP (Anderson and Ratiu, 2019; MacDonald et al., 2018; UNOC, 2022). A typical conflict between views and priorities is between short-term material gains for external actors and local elites and long-term sustainability. For instance, Dawson et al. (2021) describe eight cases in which commercial gains were outweighed by ecosystem degradation and harm to local wellbeing. However, cultural

norms and beliefs can also challenge the effective balancing of needs in decision making. In Mozambique, decreases in fish catches compared with 10–15 years before were perceived by communities as the result of godly causes rather than warming seas, greater environmental variability and changes in abundance, distribution, reproduction, growth and survival of fish stocks (Hussein et al., 2019). This divergence of values and beliefs hinders the effective management of stakeholder priorities.

Several strategies can be employed to navigate potentially incompatible values and visions in MSPs, supporting partners to coalesce around a common purpose. For example:

- Explicitly addressing incompatible aims can help to navigate them (UNOC, 2022);
- Adopting a social norm approach (SNA) clarifies how cultural and social norms influence stakeholder values (Bova et al., 2017).
- Facilitating shared goal setting allows stakeholders to discuss their values and visions openly — as seen in the Indonesian Blue Swimming Crab Fishery Improvement Project in their process for gaining the Marine Stewardship Council certification (Brouwer et al., 2016).
- Fostering a shared understanding of the social, cultural and economic dimensions of human–ocean interactions, e.g. through ocean literacy, can help to increase understanding among stakeholders (Shellock et al., 2024).
- Avoiding zero-sum language and promoting constructive dialogue about trade-offs helps maintain collaboration (Brouwer et al., 2016).
- Using facilitated processes such as theories of change or co-development of agreements helps navigate differences and reach consensus (Brouwer et al., 2016).

Once in place, these tools also act as unifying factors that support decision making (see Section 4).

## 2.4. Capabilities and leadership

**MSPs need leaders who can facilitate the process, are committed to the partnership and have a collaborative mindset.** Leaders need to take responsibility for individual and collective actions and be both ready to acknowledge that others may have more appropriate resources and open to sharing decision-making power (Brouwer et al., 2016; Stibbe et al., 2020). In turn, facilitation needs to create a neutral ground for partners to engage, share and develop relationships (Clarke and MacDonald, 2019). This is done by being clear on the purpose of each meeting, in order to choose the facilitation tools that are most appropriate to shape attitudes, innovate, anticipate potential challenges and mobilise stakeholders (Brouwer et al., 2016). External actors such as NGOs often play this role (ElDidi et al., 2021). For example, WorldFish and SwedBio facilitated close collaboration between civil society and members of the Small-Scale Fisheries Global Strategic Framework Advisory Group through a series of four webinars to introduce the Small-Scale Fisheries Guidelines and discuss their implementation (Bevitt et al., 2022).

However, a lack of capacity and resources to lead the partnership effectively can be a barrier to managing interests and needs and to effectively facilitating MSPs (Brouwer et al., 2016). Similarly, turnover in the MSP core team, with new actors coming on board who may not possess the skills or background knowledge to deal with the MSP, poses high risks to its effective facilitation.

## 3. Relational and power dimensions

### 3.1. Power dynamics

**Relational and power dimensions play a critical role in the success of MSPs, impacting upon recognitional equity. Relational aspects, primarily power dynamics but also including trust, transparency, accountability and commitment between partners, can act as both enablers and barriers to balancing stakeholder priorities and needs within MSPs.**

**Power dynamics within an MSP are central to navigating differential stakeholder interests and priorities, and they underpin many other enablers and barriers discussed in this review.** Brouwer et al. (2016) define power within MSPs as:

*“the ability of actors to achieve their goals. People have power of different types, from different sources, and in different spaces. Power is not an absolute, and power shifts are possible”.*

Different stakeholder groups enter partnerships with varying degrees of power, influenced by their wealth, status, political connections, knowledge, and communication skills (Brouwer et al., 2016). The exercise and abuse of power frequently causes conflicts and inhibits efforts to elevate and equitably navigate differential needs and priorities. In the Philippines for instance, societal hierarchical structures remain prevalent and can be viewed as exclusionary – for example vessel owners in local fisheries being perceived as having higher status than migrant workers (Fabinyi and Barclay, 2022). Similarly, in the artisanal hilsa fisheries of Myanmar, governments fail to recognise the economic importance of local fishers, making it hard to represent and uphold their rights, needs and priorities in MSPs (Cohen-Shacham et al., 2019; FCDO, 2023).

Power dynamics can be both explicit (visible) and implicit (hidden or invisible). Invisible power is particularly complex. It is ingrained within the perceptions of different stakeholders, based on social, cultural and ideological norms and experience, and influences stakeholders’ concepts of theirs and others role within an MSP. It follows that addressing power dynamics is highly complex. It requires a clear understanding of the dynamics between stakeholders and is best addressed where processes are designed to facilitate less powerful, often more marginalised, stakeholders to be in the driving seat of their analysis, strategy and planning (Brouwer et al., 2016).

**Within an MSP, attention to the strength of voice of different stakeholders can enable their needs and priorities to be heard. Social capital, messaging and dialogue, both internal and external to the partnership, have an effect on stakeholders’ strength of voice and associated perceptions. Addressing these to achieve more equitable power dynamics is key to effectively balancing differentiated needs and priorities.**

Stakeholders’ strength of voice—the degree of influence and ability an individual or group has to express their opinions, needs and perspectives within a decision-making process— is particularly relevant to the ability to balance stakeholder needs and interest. Strength of voice can impact the dominance, or lack thereof, of particular stakeholders: those with a stronger voice may control the agenda but others become excluded or devalued (Brouwer et al., 2016). Local communities are often marginalised from decision making in MSPs. For example, although many market-oriented conservation programmes and certification schemes describe themselves as ‘community-based’, they are commonly controlled by external actors, such as private companies and NGOs, preventing communities from contributing fully (Dawson et al., 2021). In the coastal

environment, multiple factors play against small-scale fishers and fish workers' ability to make their voices heard and, in turn, to defend their human and tenure rights and secure the sustainable use of the fishery resources on which they depend (FAO, 2015). These include their location in remote areas, their limited access to markets and social services, inadequate organisational structures, lack of alternative livelihoods, and climate change impacts. Moreover, within an MSP there are unseen stakeholders that influence the priorities of those directly involved. For example, the agenda of private sector stakeholders is driven by their customers, investors and employees, who themselves may not be directly represented in the MSP (Anderson and Ratiu, 2019).

It follows that strength of voice does not need to be addressed solely within partnerships. Stakeholders can also collaborate across partnerships. At the end of UNOC in July 2022, representatives of fisher communities collaborated to reaffirm their rights after experiencing sidelining and more powerful stakeholders speaking on their behalf. They made a statement that clearly communicated their needs and priorities, strengthening their voice and elevating their power through this (UNOC, 2022). Although blue grabbing remains commonplace, recognition and power to local communities impacted are required to reduce detrimental environmental and social impacts (Dawson et al., 2021).

**Social capital can alter the dynamics between different stakeholders, and a strengthening of social capital, for example through associations, can help less dominant stakeholders to elevate their voice.** In Bulacan, Philippines, small-scale aquaculture producers' social capital built through fish farmers' associations, significantly enhanced their agency, enabling them to make choices and take actions aligned with their values and goals. 'Bonding' and 'bridging' social capital types, in particular, helped producers engage in mutual assistance and collective problem-solving efforts to tackle livelihood challenges (Manlosa et al., 2023). When facilitating MSPs effectively, NGOs and other external actors can play an important role in helping communities to claim their agency by strengthening local voices, facilitating inter-community collaboration and learning, and building trust between stakeholders over time (ElDidi et al., 2021).

**Messaging and dialogue play key roles in both reinforcing and shifting perceptions among stakeholders, impacting on whether and how their needs are elevated into the conversation and addressed.** As an instance of shifting perceptions through dialogue, in a multi-stakeholder meeting for a seaweed value chain in the Philippines, an admission of powerlessness by the head of the provincial police, owing to government corruption, shifted the power balance among stakeholders in the value chain (Brouwer et al., 2016). Here, less powerful stakeholders recognised that others were also experiencing exclusion, which empowered them to collaborate with those they had previously perceived as holding more power than them - ultimately to agree better terms for their produce.

### 3.2. Trust and transparency

**Processes for building trust and transparency can offer critical enablers for balancing stakeholder needs and priorities in MSPs. Where trust is lacking, conflicts are prone to arise, and navigating differential needs and priorities will become more challenging.** Transparent communications, inclusive decision-making processes and recognition of associated social and cultural sensitivities can help to build trust, prevent conflicts and ensure the success and sustainability of partnerships.

**Within an MSP, it is important to recognise what is needed to build the foundations for trust and to invest in this, in order to be able to navigate stakeholder priorities.** Notions of trust vary across cultures; from foundations in informal relationships to evidence of fulfilled promises and to expectations of formal contracts, different cultures build trust in different ways (Brouwer et al., 2016). Importantly, evidence indicates that the timing of approaches for building trust is critical. In some contexts, quickly moving to formalise collaboration (e.g. contracts, memoranda of understanding) can give the perception of low trust between stakeholders. It can be valuable to instead invest time in creating a joint vision or conducting joint activities before formalising agreements.

**Transparent communications and dialogues that facilitate mutual understanding can help build trust and, in the process, elevate and clarify the needs and concerns of different stakeholders** (Brouwer et al., 2016; MacDonald et al., 2018). In fisher communities, it has been found that communication approaches can greatly impact how central or enabled fisheries actors are to engage in governance processes (Bevitt et al., 2022). Co-designed communications can increase transparency, and thereby validity, among small-scale fisheries actors. Similarly, in the context of conservation initiatives, there is strong evidence that involving communities in dialogues for decision making has been crucial for building trust and achieving positive outcomes (Dawson et al., 2021). Where local communities have been excluded, trust is degraded and perceptions of illegitimacy of proposed initiatives develop.

### **3.3. Accountability and commitment**

**Accountability and commitment within the MSP are essential for balancing stakeholder needs and priorities.** Where formal accountability mechanisms (see Section 4) do not exist, shared commitment and motivation between partners become increasingly significant for ensuring priorities are addressed (MacDonald et al., 2018).

**Weak accountability to other stakeholders is a barrier to balancing needs and priorities.** It risks the needs of stakeholders being overlooked or disregarded, which can lead to corruption and negative outcomes (Dawson et al., 2021). On the other hand, **strong commitment, driven by motivation and emotional engagement with the aims of the partnership, offers a critical enabler for collaborative processes** and, therefore, the success and sustainability of these partnerships (Brouwer et al., 2016; MacDonald et al., 2018). The UNOC Rules of Conduct (UNOC, 2022) state:

*“Nobody has more at stake than us in achieving our mutual aims. A good partnership is built on a long-term relationship founded on mutual trust and transparency regarding their different interests.”*

## 4. Governance and operational structures

**Governance and operational structures offer regulatory processes, mechanisms and organisations to guide decision-making processes and responsibilities, and as such play a key role in enabling or hindering effective balancing of stakeholder needs in MSPs.** MSPs can face barriers in the form of insufficient technical, administrative, regulatory and financial capacity and resourcing (Spalding et al., 2023). Legal arrangements and guiding frameworks associated with MSPs can help to navigate such challenges through providing legally grounded or common guiding principles. However, barriers remain in ensuring contextual equity and considering the nuances at different levels of granularity at which the intervention operates. In this context, positive outcomes have been closely associated with inclusive governance and decision-making processes that recognise social and cultural norms (Dawson et al., 2021). There is a key implication here as to how governance or other supportive structures are balanced between internal or external, bottom-up or top-down processes.

**A supportive underlying political framework for effective government regulation of CRM can offer a critical enabler for ensuring a level playing field and legal protection for less dominant stakeholders involved in MSPs.** Fragmented governance and legal frameworks, particularly in developing countries, have hindered development of sustainable blue economies through knock-on effects such as poor enforcement and regulatory loopholes (Steven et al., 2020). Likewise, the lack of this can undermine efforts to achieve equitable outcomes through MSPs. In a global review of 217 successful marine conservation interventions by Rossbach et al. (2023), governmental regulations were identified as a major significant enabler of stakeholder stewardship and participation, being the primary factor of success in 50% of case studies with effective outcomes. A key element of this government regulatory influence was the legal protection of stakeholders and thus explicit recognition of different needs and priorities.

In Mozambique, the Fisheries Maritime Regulation (REPMAR) is a formal regulatory framework for locally managed marine reserves in the Maputo no-take zone that provides legal recognition to local communities. This legal underpinning has enabled the effective management of the area, balancing effective protection of nature with sustainable production and livelihoods, and compelling those involved to consider multi-stakeholder needs and priorities.<sup>3</sup>

In Vietnam, systems of co-evolutionary governance have enabled the development of MPAs. This is a concept whereby governance is understood to co-evolve through integrated incentives and feedback mechanisms associated with human impacts and ecological services (see Jones and Long, 2021). However, devolution of enforcement to state/regional-level governments, where national-level policies can be adopted flexibly, has acted as a barrier to an aligned country-level implementation of MPAs (Khuu et al., 2023). This highlights the significance of the level of granularity of the intervention: although local-level needs may be balanced through devolution, the needs and priorities of national-level stakeholders may not be.

Regional fisheries management organisations (RFMOs) are internationally recognised legal entities that establish binding measures for conservation and sustainable management of fish species, underpinned by legal international frameworks. RFMOs provide a set of high-level goals for the management of transboundary resources. However, barriers arise associated with conflicting interests between the high-level motivations of RFMOs and national-level or

---

<sup>3</sup> See: <https://rare.org/story/moz-mentum-landmark-legislation-paves-the-way-for-empowered-coastal-communities-in-mozambique/>

community-level interests (Campbell and Hanich, 2015). These barriers are addressed by ensuring that all relevant stakeholders are brought to the table and that votes are taken on key issues.

**Access rights strengthen distributional equity among stakeholders and can be an important enabling or limiting factor to balancing stakeholder needs and priorities.** Proximity and access of stakeholders to MPAs, and the associated benefits of resource availability, are correlated with improved economic benefits for those stakeholders (Nowakowski et al., 2023). In many small-scale fishing communities, Territorial Use Rights for Fisheries (TURF) and preferential access areas (PAAs) are policy tools that give small-scale fishers preferential access to fisheries resources (typically through enforcement of vessel size or fishing gear specifications) over larger commercial-scale operators. These tools have proved an enabler for small-scale fishers to operate, with legal protection, in areas where ‘spatial squeeze’ has become an issue (Basurto et al., 2024).

**Equitable engagement can also be enabled through guiding frameworks, which are not necessarily legal but which provide an overarching goal or vision that can unite and drive stakeholders, promote the empowerment of local communities and ensure contextually relevant operations.** Existing frameworks that can be used to provide guidance to MSPs include, for example, the High-Quality Blue Carbon Principles and Guidance (Conservation International, 2022), the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (FAO, 2015) and the State of World Fisheries and Aquaculture (FAO, 2024). Although they are, arguably, less effective than legal frameworks, typically owing to their voluntary adoption, these frameworks can provide guidance based on best practice standards and bring together different stakeholders under a common guiding principle.

Such a framework can be seen in, for example, countries’ National Adaptation Plans (NAP). NAPs are intended to be developed through country-led MSPs that consider vulnerable groups, communities and ecosystems (UN Framework Convention on Climate Change, 2012). Although not legally binding, these plans offer an overarching goal or vision that can unite and drive stakeholders, a key enabler for addressing variable priorities (see Section 2.3). For example, Vietnam’s NAP set a framework and vision for developing integrated shrimp aquaculture within mangrove habitats through an ecosystem-based approach. NAPs can be complemented with a legal mandate that assigns responsibilities for delivering the NAP process (Abeyasinghe et al., 2017).

Community-based initiatives can offer important principles for empowering local communities. In Mozambique, for example, traditional fishing techniques and sociocultural traditions in the Quirimbas National Park<sup>4</sup> are guided by the principles of community-based fishery management (CBFM) and locally empowered area protection (LEAP),<sup>5</sup> protecting the priorities of the communities relying on local resources.

In addition to legal frameworks and guiding principles, finance has an important role to play. Stakeholders within an MSP need to resource their time and efforts to participate, and they cannot be expected to participate without this resource, solely for the benefit of the MSP’s aims.

---

<sup>4</sup> See <https://whc.unesco.org/en/tentativelists/5380/>

<sup>5</sup> See <https://iucn.org/news/eastern-and-southern-africa/202008/helping-mozambique-fishing-communities-help-themselves>

An important note here is that financing should be delinked from the primary stakeholders within the MSP, to avoid distorting power relations (Brouwer et al., 2016). Ideally, financial administration for an MSP should sit with an external, independent entity.

## 5. Knowledge, learning and communication

**Knowledge, learning and clear communication can offer a key opportunity through which stakeholders can inform and better articulate their needs within MSPs, offering an enabler to more equitably balancing stakeholder needs and priorities. Clear and transparent communication between stakeholders provides a further channel for unifying stakeholders, enhancing understanding between them and greatly influencing the power dynamics within the MSP.** Communication offers a collaborative process. Co-design of communication products can increase their legitimacy among stakeholders and offer a channel to strengthen engagement with less prominent stakeholders such as small-scale fishers (Bevitt et al., 2022). Appropriate tools and mechanisms used consistently can also offer an enabler for ensuring that needs and priorities are heard. Facilitators can support the process of communication, guiding stakeholders in engaging across and beyond the MSP and in developing an effective communications plan (Brouwer et al., 2016).

**Although knowledge sharing offers a key enabler for effective MSPs, there are procedural and contextual inequities in terms of access to certain types of information and knowledge. Access to information can redress power imbalances between stakeholders, and barriers to information can reinforce them, impacting upon how needs are identified, articulated, received and addressed.** Despite increasing democratisation of information enabling a greater widespread understanding of challenges faced by marine and coastal ecosystems (Herbert-Read et al., 2022), inequitable access to information remains common and is impacted by physical, technological, financial and educational capacities that act as barriers to accessing certain types of information. This can undermine the ability of certain stakeholders to meet their basic information needs, for example relating to climate conditions or ecosystem solutions (Blasiak et al., 2023; Ellison, 2020). For instance, evidence suggests a generally low awareness by local communities of the ecosystem services provided by seagrass habitats and other blue carbon ecosystems, which has acted as a barrier to sustainable management and integration of blue carbon initiatives into local management plans in the Philippines (Nesperos et al., 2021; Quevedo et al., 2020, 2021a and 2021b). Similarly, a lack of understanding of the true economic value of blue water MPAs (at least in comparison to the calculability and understanding of revenues from pelagic fish exploitation) has been found to act as a barrier to effective partnership interventions (Kittinger et al., 2024). A full understanding of the economic values of particular resources, based on available information, could influence stakeholders' priorities. Open data repositories and automated data access offer routes to increasing data access (Leape et al., 2023), although barriers would remain in terms of their accessibility to different stakeholders.

Concurrently, the focus of research and evidence generation activities is often determined by those who fund or initiate the work, reducing opportunities for stakeholders to prioritise their own needs. For example in the Philippines, studies on blue carbon were driven and funded mainly by international agencies (as opposed to being government-led), revealing disparities between private market operators and the government (Corcino et al., 2023). In navigating this, consultative processes between stakeholders, including the less powerful stakeholders often at the centre of development processes (e.g. small-scale fishers in blue carbon processes), can be used to determine research priorities that respond to the needs of involved stakeholders (FAO, 2015).

**Local, contextual and Indigenous knowledge can contribute to and enable effective stakeholder partnerships. Overlooking this kind of data would be a barrier to the understanding of**

**stakeholder needs and priorities, and its exclusion would impact the stakeholder sense of belonging.** A framework for operationalising social equity in ocean governance (based on several dimensions of equity) highlighted the importance of diverse knowledge and consideration of local history and context (Crosman et al., 2022) that would enable steps towards equitable ocean governance.

Operationalising local historical knowledge has proven effective in CRM, enabling better management of marine resources with limited science-based knowledge (McLean et al., 2023). For example, data collected from fishers' 'catch recalls' can provide a reliable source of information for managing coastal resources (Castello et al., 2024). Harvest recalls can thus prove to be an enabler for marine resource conservation efforts and allow for successful and effective partnerships and project outcomes.

Traditional knowledge and capacity are typically used in data collection and monitoring in some marine resource project interventions. Coupling of this local stakeholder monitoring with management responsibilities (Thompson et al., 2020), which promotes actionable traditional knowledge and empowerment, further enables improved engagement of stakeholders. Knowledge sharing in Vietnamese aquaculture–mangrove integration projects has contributed to the success of these interventions by enabling a common understanding of the interdependence of the sectors; this has resulted in the emergence and understanding of how mangrove habitats can act as nature-based solutions to climate change impacts, such as storm surges, which negatively impact aquaculture (Tinh et al., 2022).

Although effective monitoring could help to inform the impact of CRM initiatives and thereby better exemplify the needs and priorities for strengthening these, monitoring capacities and implementation are found to be limited. In Indonesia for example, there tends to be limited monitoring of MPAs (Amkieltiela et al., 2022), OECMs (Estradivari et al., 2024) and unlawful practices such as illegal, unreported and unregulated (IUU) fishing (Leonardo and Deeb, 2022). The barriers vary from a lack of capacity to deliver monitoring to an absence of formal monitoring programmes altogether.

Beyond knowledge sharing, co-generation of knowledge, shared sense-making and participatory learning processes are key to effective MSPs (Brouwer et al., 2016). This is what makes the change the MSP has been established for possible. The creation of joint learning experiences can help to unlock this enabler and provides the opportunity to develop a multidimensional understanding of a problem and generate new ideas that respond to shared priorities.

## 6. Conclusions

Elevating and appropriately balancing the interests and concerns of a wide range of stakeholders in effective and equitable CRM is a complex and challenging process. Although there is a set of prevailing barriers, each of these presents an opportunity which can be harnessed by COAST's implementing partners, in their role as facilitators, to better enable inclusive and participatory MSP processes that offer potential for equitable and effective CRM outcomes.

**Building effective foundations for an MSP is a critical starting place for ensuring that diverse needs and priorities are identified and explored from the beginning of the partnership process, informing the design of the MSP.** The role of the facilitator is key in these early stages of establishing partnerships, ensuring that the right stakeholders are included, helping them to identify the value of their participation and supporting the development of a shared vision with partners across the MSP. For COAST it is important that partnerships include representation for the ultimate beneficiaries of the programme, and that their needs and priorities are central to the MSP in order to support effective and equitable outcomes.

**Relational dimensions underlie all aspects of an MSP during and throughout the partnership. Power dynamics in particular are a key determiner of the ability to effectively elevate and address stakeholder needs and priorities.** Although highly complex and often invisible, with careful facilitation these can be addressed to shift the status quo, build trust and ensure accountability and commitment among stakeholders in the MSP, to ensure that the needs and priorities of the less dominant voices can be heard. While COAST partners are working at different levels, it will be important for implementing partners to understand the power dynamics at play and whether and how these can be addressed in order to elevate and understand the priorities of the programme beneficiaries, while also navigating their alignment with other key stakeholders including government and private sector.

**Governance, operational structures, knowledge and communications offer more tangible channels through which to enable the balancing of stakeholder needs and priorities in MSPs.** Governance and operational structures, of different levels of formality, can provide guidance for stakeholders that levels the playing field and protects the needs of stakeholders across the partnership. Similarly, knowledge, learning and communication are critical channels through which stakeholders can identify their own needs and sense-make with others in the MSP. In COAST, these channels can offer structures and resources for navigating complexities between stakeholders. Their valuable application will be determined by specificities in different COAST countries and situations, requiring approaches tailored to context.

## References

- Abeysinghe, A., Dambacher, B. M., and Byrnes, R. (2017) National adaptation plans: Understanding mandates and sharing experiences. [IIED\\_NAP\\_mandates\\_2017.pdf](#)
- Amkieltiela, C. N. H., Andradi-Brown, D. A., Estradivari, A. K. F., Beger, M., Hakim, A., Muenzel, D. K., Carter, E., Agung, F., Veverka, L., Iqbal, M., Lazuardi, M. E., Fauzi, M. N., Tranter, S. N., and Ahmadia, G. N. (2022). The rapid expansion of Indonesia's marine protected area requires improvement in management effectiveness. *Marine Policy* 146: 105257. <https://doi.org/10.1016/j.marpol.2022.105257>
- Anderson, B. B., and Ratiu. C. (2019). Stakeholder considerations in public-private partnerships. *World Journal of Entrepreneurship, Management and Sustainable Development* 15(3): 212–21. <https://doi.org/10.1108/WJEMSD-04-2018-0046>
- Baquiano, M. J. (2016). Understanding coastal resource management using a social representations approach. *Ocean & Coastal Management* 133: 18–27. <https://doi.org/10.1016/j.ocecoaman.2016.09.008>
- Basurto, X., Viridin, J., Franz, N., DeLand, S., Smith, B., Cleary, J., Vegh, T., and Halpin, P. (2024). A global assessment of preferential access areas for small-scale fisheries. *Ocean Sustainability* 3, 56. <https://doi.org/10.1038/s44183-024-00096-0>
- Bevitt, K., Cohen, P.J., Diver, R., Kutub Uddin, M., Lukanga, E., Patel, A., Roshan, M., Solis Rivera, V., and Westlund, L. (2022). A good practice guide for ethical and inclusive communications involving small-scale fisheries. Penang, Malaysia, WorldFish and Rome, FAO. <https://doi.org/10.4060/cc0548en>
- Blasiak, R., Wynberg, R., Grorud-Colvert, K., Thambisetty, S., Bandarra, N. M., Canário, A. V. M., da Silva, J., Duarte, C. M., Jaspars, M., Rogers, A. D., Sink, K., and Wabnitz, C. C. C. (2023). 'The Ocean Genome: Conservation and the Fair, Equitable and Sustainable Use of Marine Genetic Resources'. In J. Lubchenco & P. M. Haugan (eds.), *The Blue Compendium: From Knowledge to Action for a Sustainable Ocean Economy*. Springer International Publishing: 91–140. [https://doi.org/10.1007/978-3-031-16277-0\\_4](https://doi.org/10.1007/978-3-031-16277-0_4)
- Bova, C. S., Halse, S. J., Aswani, S., and Potts, W. M. (2017). Assessing a social norms approach for improving recreational fisheries compliance. *Fisheries Management and Ecology* 24(2): 117–25. <https://doi.org/10.1111/fme.12218>
- Brouwer, B., Woodhill, J., Hemmati, M., Verhoosel, K. S., and Vugt, S. (2016). *The MSP Guide: How to design and facilitate multi-stakeholder partnerships*. Practical Action Publishing.
- Campbell, B., and Hanich, Q. (2015). Principles and practice for the equitable governance of transboundary natural resources: cross-cutting lessons for marine fisheries management. *Maritime Studies* 14, 8. <https://doi.org/10.1186/s40152-015-0028-7>
- Castello, L., Martins, E. G., Sorice, M. G., Smith, E., Almeida, M., Bastos, G. C. C., Cardoso, L. G., Clauzet, M., Dopona, A. P., Ferreira, B., Haimovici, M., Jorge, M., Mendonça, J., Ávila-da-Silva, A. O., Roman, A. P. O., Ramires, M., de Miranda, L. V., and Lopes, P. F. M. (2024). Local knowledge reconstructs historical resource use. *Frontiers in Ecology and the Environment* 22(5), e2726. <https://doi.org/10.1002/fee.2726>
- Clarke, A., and MacDonald, A. (2019). Outcomes to Partners in Multi-Stakeholder Cross-Sector Partnerships: A Resource-Based View. *Business & Society* 58(2): 298–332. DOI: 10.1177/0007650316660534.
- Cohen-Shacham, E., Andrade, A. Dalton, J., Dudley, N., Jones, M., Kumar, C., Maginnis, S., Maynard, S., Nelson, C. R., Renaud, F. G., Welling, R., and Walters, G. (2019). Core principles for successfully implementing and upscaling Nature-based Solutions. *Environmental Science & Policy* 98: 20–29. <https://doi.org/10.1016/j.envsci.2019.04.014>

- Conservation International (2022). 'High-Quality Blue Carbon Principles and Guidance' Seeks to Drive Sustainability and Equity in the Blue Carbon Market. [online] <https://www.conservation.org/press-releases/2022/11/09/high-quality-blue-carbon-principles-and-guidance-seeks-to-drive-sustainability-and-equity-in-the-blue-carbon-market>
- Corcino, R. C. B., Gerona-Daga, M. E. B., Samoza, S. C., Fraga, J. K. R., and Salmo, S. G. (2023). Status, limitations, and challenges of blue carbon studies in the Philippines: A bibliographic analysis. *Regional Studies in Marine Science* 62, 102916. <https://doi.org/10.1016/j.rsma.2023.102916>
- Crosman, K. M., Allison, E. H., Ota, Y., Cisneros-Montemayor, A. M., Singh, G. G., Swartz, W., Bailey, M., Barclay, K. M., Blume, G., Colléter, M., Fabinyi, M., Faustman, E. M., Fielding, R., Griffin, P. J., Hanich, Q., Harden-Davies, H., Kelly, R. P., Kenny, T.-A., Klinger, T., Kittinger, J. N., Nakamura, K., Pauwelussen, A. P., Pictou, S., Rothschild, C., Seto, K. L., and Spalding, A. K. (2022). Social equity is key to sustainable ocean governance. *cean Sustainability* 1, 4. <https://doi.org/10.1038/s44183-022-00001-7>
- Dawson, N. M., Coolsaet, B., Sterling, E. J., Loveridge, R., Gross-Camp, N. D., Wongbusarakum, S., Sangha, K. K., Scherl, L. M., Phuong Phan, H., Zafra-Calvo, N., Lavey, W. G., Byakagaba, P., Idrobo, C. J., Chenet, A., Bennett, N. J., Mansourian, S. and Rosado-May, F. J. (2021). The role of Indigenous peoples and local communities in effective and equitable conservation. *Ecology and Society* 26(3), 19. <https://doi.org/10.5751/ES-12625-260319>
- Edinburgh Napier University (2023). ENU Conservation project Mikoko Pamoja has been named 'Person of the Year' by the UN in Kenya. [online] <https://innovationhub.napier.ac.uk/news-and-events/news/mikoko-pamoja-honoured-by-united-nations> [accessed 31 January 2025]
- ELDidi, H., Rawat, S., Meinzen-Dick, R., and Chaturvedi, R. (2021). Polycentricity and Multi-stakeholder Platforms: Governance of the Commons in India. IFPRI discussion paper 02067. <https://books.google.co.uk/books?id=DnLTEAAQBAJ&printsec=frontcover#v=onepage&q&f=false>
- Ellison, J. (2020). Mangrove ecosystem-based adaptation: advice on improved success. *Journal of the Commonwealth Human Ecology Council*. 30: 37–40.
- Estradivari, Kartika, I., Adhuri, D. S., Adrianto, L., Agung, F., Ahmadi, G. N., Bejarano, S., Campbell, S. J., Fachri, F. R., Kushardanto, H., Marlessy, C., Pane, B., Puebla, O., Purnama, R. C., Santiadji, I. W. V., Suherfian, W., Tillah, M., Widodo, H., Wild, C., and Ferse, S. C. A. (2024). Prospective ecological contributions of potential marine OECMs and MPAs to enhance marine conservation in Indonesia. *Ocean & Coastal Management* 258, 107411. <https://doi.org/10.1016/j.ocecoaman.2024.107411>
- Fabinyi, M., and Barclay, K. (2022). 'Fishing Livelihoods and Social Diversity'. In *Asia-Pacific Fishing Livelihoods*. Cham: Springer International Publishing: 45–63. [https://doi.org/10.1007/978-3-030-79591-7\\_3](https://doi.org/10.1007/978-3-030-79591-7_3)
- FAO (2015). *Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication*. Rome: FAO. <https://openknowledge.fao.org/handle/20.500.14283/i4356en>
- FAO (2016). *Free Prior and Informed Consent. An indigenous peoples' right and a good practice for local communities. Manual for project practitioners*. [online] United Nations, Department of Economic and Social Affairs – Indigenous Peoples. FAO. Available at: <https://openknowledge.fao.org/server/api/core/bitstreams/8a4bc655-3cf6-44b5-b6bb-ad2aeede5863/content> [Accessed 3 Feb. 2025].

- FAO (2024). The State of World Fisheries and Aquaculture 2024 – Blue Transformation in action. Rome: FAO. <https://openknowledge.fao.org/items/06690fd0-d133-424c-9673-1849e414543d>
- FAO, Duke University and WorldFish (2023). Illuminating Hidden Harvests – The contributions of small-scale fisheries to sustainable development. Rome: FAO, Duke University, WorldFish. <https://doi.org/10.4060/cc4576en>
- FCDO (2023). *Business Case and Summary (D0003167) 301203*. [online] GOV.UK Development Tracker. UK – Foreign, Commonwealth Development Office (FCDO). Available at: [https://iati.fcdo.gov.uk/iati\\_documents/D0003167.odt](https://iati.fcdo.gov.uk/iati_documents/D0003167.odt) [Accessed 3 Feb. 2025].
- Giakoumi, S., McGowan, J., Mills, M., Beger, M., Bustamante, R. H., Charles, A., Christie, P., Fox, M., Garcia-Borboroglu, P., Gelcich, S., Guidetti, P., Mackelworth, P., Maina, J. M., McCook, L., Micheli, F., Morgan, L. E., Mumby, P. J., Reyes, L. M., White, A., Grorud-Colvert, K., and Possingham, H. P. (2018). Revisiting “Success” and “Failure” of Marine Protected Areas: A Conservation Scientist Perspective. *Frontiers in Marine Science* 5. <https://doi.org/10.3389/fmars.2018.00223>
- Hampton-Smith, M., Gurney, G. G., and Cinner, J. E. (2024). A systematic review of equity perceptions and outcomes in marine conservation. *Biological Conservation* 289, 110395. <https://doi.org/10.1016/j.biocon.2023.110395>
- Herbert-Read, J. E., Thornton, A., Amon, D. J., Birchenough, S. N. R., Côté, I. M., Dias, M. P., Godley, B. J., Keith, S. A., McKinley, E., Peck, L. S., Calado, R., Defeo, O., Degraer, S., Johnston, E. L., Kaartokallio, H., Macreadie, P. I., Metaxas, A., Muthumbi, A. W. N., Obura, D. O., Paterson, D. M., Piola, A. R., Richardson, A. J., Schloss, I. R., Snelgrove, P. V. R., Stewart, B. D., Thompson, P. M., Watson, G. J., Worthington, T. A., Yasuhara, M., and Sutherland, W. J. (2022). A global horizon scan of issues impacting marine and coastal biodiversity conservation. *Nature Ecology & Evolution* 6: 1262–70. <https://doi.org/10.1038/s41559-022-01812-0>
- Hussein, I., de Fátima Alves, M., and Morgado, F. (2019). ‘Artisanal Fishing and Climate Change: The Case of Pemba, Mozambique’. In W. Leal Filho, A. M. Azul, L. Brandli, P. G. Özuyar, and T. Wall (eds.), *Climate Action* (pp. 1–11). Cham: Springer International Publishing: 1–11. [https://doi.org/10.1007/978-3-319-71063-1\\_121-1](https://doi.org/10.1007/978-3-319-71063-1_121-1)
- Jones, P. J. S., and Long, S. D. (2021). Analysis and discussion of 28 recent marine protected area governance (MPAG) case studies: Challenges of decentralisation in the shadow of hierarchy. *Marine Policy* 127, 104362. <https://doi.org/10.1016/j.marpol.2020.104362>
- Khuu, D. T., Jones, P. J. S., and Ekins, P. (2023). Development of Marine Protected Areas (MPAs) in Vietnam from a coevolutionary governance perspective: Challenges of unholy alliances between the state, businesses and NGOs. *Environmental Science & Policy* 149, 103560. <https://doi.org/10.1016/j.envsci.2023.103560>
- Kittinger, J. N., Rotjan, R. D., Hanich, Q., Pasisi, B., and Rambourg, C. (2024). Balancing protection and production in ocean conservation. *npj Ocean Sustainability* 3, 24. <https://doi.org/10.1038/s44183-024-00062-w>
- Leape, J., Abbott, M., Sakaguchi, H., Brett, A., Cao, L., Chand, K., Golbuu, Y., Martin, T., Mayorga, J., and Myksvoll, M. S. (2023). Technology, Data and New Models for Sustainably Managing Ocean Resources. In J. Lubchenco and P. M. Haugan (eds.), *The Blue Compendium: From Knowledge to Action for a Sustainable Ocean Economy*. Springer International Publishing: 185–211. [https://doi.org/10.1007/978-3-031-16277-0\\_6](https://doi.org/10.1007/978-3-031-16277-0_6)
- Leonardo, A., and Deeb, N. (2022). Illegal, Unreported and Unregulated (IUU) Fishing in Indonesia: Problems and Solutions. *IOP Conference Series: Earth and Environmental Science* 1081, 012013. <https://doi.org/10.1088/1755-1315/1081/1/012013>

- MacDonald, A., Clarke, A., and Huang, L. (2018). 'Multi-stakeholder Partnerships for Sustainability: Designing Decision-Making Processes for Partnership Capacity'. In K. Martin, K. Shilton, and J. Smith, (eds.) *Business and the Ethical Implications of Technology*. Springer Nature Switzerland.
- Manlosa, A. O., Albrecht, J., and Riechers, M. (2023). Social capital strengthens agency among fish farmers: Small scale aquaculture in Bulacan, Philippines. *Frontiers in Aquaculture* 2. <https://doi.org/10.3389/faqc.2023.1106416>
- McLean, M., Warner, B., Markham, R., Fischer, M., Walker, J., Klein, C., Hoeberechts, M., and Dunn, D. C. (2023). Connecting conservation & culture: The importance of Indigenous Knowledge in conservation decision-making and resource management of migratory marine species. *Marine Policy* 155, 105582. <https://doi.org/10.1016/j.marpol.2023.105582>
- Nesperos, V. J. C., Villanueva, C. M. M., Garcia, J. E., and Gevaña, D. T. (2021). Assessment of blue carbon stock of mangrove vegetation in Infanta, Quezon, Philippines. *Ecosystems and Development Journal* 11(1 and 2): 48–60.
- Nowakowski, A. J., Canty, S. W. J., Bennett, N. J., Cox, C. E., Valdivia, A., Deichmann, J. L., Akre, T. S., Bonilla-Anariba, S. E., Costedoat, S., and McField, M. (2023). Co-benefits of marine protected areas for nature and people. *Nature Sustainability* 6: 1210–18. <https://doi.org/10.1038/s41893-023-01150-4>
- O'Connor, R. J., Spalding, A. K., Bowers, A. W., and Ardoin, N. M. (2024). Power and participation: A systematic review of marine protected area engagement through participatory science Methods. *Marine Policy* 163, 106133. <https://doi.org/10.1016/j.marpol.2024.106133>
- Österblom, H., Wabnitz, C. C. C., Tladi, D., Allison, E. H., Arnaud-Haond, S., Bebbington, J., Bennett, N., Blasiak, R., Boonstra, W., Choudhury, A., Cisneros-Montemayor, A., Daw, T., Fabinyi, M., Franz, N., Harden-Davies, H., Kleiber, D., Lopes, P., McDougall, C., Resosudarmo, B. P., and Selim, S. A. (2023). 'Towards Ocean Equity'. In J. Lubchenco & P. M. Haugan (eds.), *The Blue Compendium: From Knowledge to Action for a Sustainable Ocean Economy*. Springer International Publishing: 485–521. [https://doi.org/10.1007/978-3-031-16277-0\\_13](https://doi.org/10.1007/978-3-031-16277-0_13)
- Plan Vivo (n.d.). Mikoko Pamoja – Kenya. [online] Plan Vivo Foundation. <https://www.planvivo.org/mikoko-pamoja> [accessed 31 January 2025]
- Quevedo, J. M. D., Uchiyama, Y., and Kohsaka, R. (2020). Perceptions of the seagrass ecosystems for the local communities of Eastern Samar, Philippines: Preliminary results and prospects of blue carbon services. *Ocean & Coastal Management* 191, 105181. <https://doi.org/10.1016/j.ocecoaman.2020.105181>
- Quevedo, J. M. D., Uchiyama, Y., Lukman, K. M., and Kohsaka, R. (2021a). Are Municipalities Ready for Integrating *Blue Carbon* Concepts?: Content Analysis of Coastal Management Plans in the Philippines. *Coastal Management* 49(4): 334–55. <https://doi.org/10.1080/08920753.2021.1928455>
- Quevedo, J. M. D., Uchiyama, Y., Lukman, K. M., and Kohsaka, R. (2021b). How Blue Carbon Ecosystems Are Perceived by Local Communities in the Coral Triangle: Comparative and Empirical Examinations in the Philippines and Indonesia. *Sustainability* 13(1), 127. <https://doi.org/10.3390/su13010127>
- Rosbach, S., Steckbauer, A., Klein, S. G., Arossa, S., Geraldi, N. R., Lim, K. K., Martin, C., Rosbach, F. I., Shellard, M. J., Valluzzi, L., and Duarte, C. M. (2023). A tide of change: What we can learn from stories of marine conservation success. *One Earth* 6(5): 505–18. <https://doi.org/10.1016/j.oneear.2023.04.003>
- Shellock, R. J., Fullbrook, L., McKinley, E., Cvitanovic, C., Kelly, R., and Martin, V. (2024). The nature and use of Ocean Literacy in achieving sustainable ocean futures: A Systematic Map.

*Ocean & Coastal Management* 257, 107325.  
<https://doi.org/10.1016/j.ocecoaman.2024.107325>

- Shilland, R. (2023). Ten years of Mikoko Pamoja. [online] Plan Vivo Foundation.  
<https://www.planvivo.org/blog/ten-years-mikoko-pamoja> [accessed 31 January 2025]
- Spalding, A. K., Grorud-Colvert, K., Allison, E. H., Amon, D. J., Collin, R., de Vos, A., Friedlander, A. M., Johnson, S. M., Mayorga, J., Paris, C. B., Scott, C., Suman, D. O., Cisneros-Montemayor, A. M., Estradivari, Giron-Nava, A., Gurney, G. G., Harris, J. M., Hicks, C., Mangubhai, S., Micheli, F., Naggea, J., Obura, D., Palacios-Abrantes, J., Pouponneau, A., and Thurber, R. V. (2023). Engaging the tropical majority to make ocean governance and science more equitable and effective. *Ocean Sustainability* 2, 8. <https://doi.org/10.1038/s44183-023-00015-9>
- Steven, A. Addo, K.A., Llewellyn, G. and Thanh Ca. V. (2020). Coastal Development: Resilience, Restoration and Infrastructure Requirements. Washington, DC: World Resources Institute.  
<https://oceanpanel.org/publication/coastal-development-resilience-restoration-and-infrastructure-requirements/> [accessed 17 January 2025]
- Stibbe, D., Prescott, D., The Partnering Initiative, and UN DESA (2020). The SDG Partnership Guidebook: A practical guide to building high-impact multi-stakeholder partnerships for the Sustainable Development Goals..  
[https://sustainabledevelopment.un.org/content/documents/2698SDG\\_Partnership\\_Guidebook\\_1.01\\_web.pdf](https://sustainabledevelopment.un.org/content/documents/2698SDG_Partnership_Guidebook_1.01_web.pdf)
- Thompson, K.-L., Lantz, T. C., and Ban, N. C. (2020). A review of Indigenous knowledge and participation in environmental monitoring. *Ecology and Society* 25(2).  
<https://doi.org/10.5751/ES-11503-250210>
- Tinh, P. H., MacKenzie, R. A., Hung, T. D., Vinh, T. V., Ha, H. T., Lam, M. H., Hanh, N. T. H., Tung, N. X., Hai, P. M., and Huyen, B. T. (2022). Mangrove restoration in Vietnamese Mekong Delta during 2015–2020: Achievements and challenges. *Frontiers in Marine Science* 9.  
<https://doi.org/10.3389/fmars.2022.1043943>
- UK Government (2023). Blue Carbon. Insights into blue carbon finance.  
[https://assets.publishing.service.gov.uk/media/64c7b1afd8b1a7000db05dd5/2023\\_Blue\\_Belt\\_-\\_Cefas\\_MMO\\_Insights\\_into\\_Blue\\_Carbon\\_finance.pdf](https://assets.publishing.service.gov.uk/media/64c7b1afd8b1a7000db05dd5/2023_Blue_Belt_-_Cefas_MMO_Insights_into_Blue_Carbon_finance.pdf) [accessed 31 January 2025]
- UN Framework Convention on Climate Change (2012). National Adaptation Plans: Technical guidelines for the national adaptation plan process. Least Developed Countries.  
[https://unfccc.int/files/adaptation/cancun\\_adaptation\\_framework/application/pdf/naptechguidelines\\_eng\\_high\\_res.pdf](https://unfccc.int/files/adaptation/cancun_adaptation_framework/application/pdf/naptechguidelines_eng_high_res.pdf) [Accessed on 31 January 2025]
- United Nations Information Service (2023). Press Release: Mikoko Pamoja awarded United Nations in Kenya Person of the Year.  
[https://www.un.org/sites/un2.un.org/files/final\\_press\\_release\\_mikoko\\_pamoja\\_awarded\\_un\\_person\\_of\\_the\\_year\\_-\\_rev\\_24\\_oct.pdf](https://www.un.org/sites/un2.un.org/files/final_press_release_mikoko_pamoja_awarded_un_person_of_the_year_-_rev_24_oct.pdf) [accessed 31 January 2025]
- UNOC (2022). A call to action from small-scale fishers. [online] <https://www.ssfcalltoaction.org/>
- WHO (2010). Nine steps for developing a scaling-up strategy. Geneva: World Health Organisation.  
[https://iris.who.int/bitstream/handle/10665/44432/9789241500319\\_eng.pdf](https://iris.who.int/bitstream/handle/10665/44432/9789241500319_eng.pdf) [accessed 31 January 2025]
- Winther, J.-G., Dai, M., Douvère, F., Fernandes, L., Halpin, P., Hoel, A. H., Juinio-Meñez, M. A., Li, Y., Morrissey, K., Rist, T., Scarano, F. R., Trice, A., Unger, S., & Whitehouse, S. (2023). 'Integrated Ocean Management'. In J. Lubchenco and P. M. Haugan (eds.), *The Blue Compendium: From Knowledge to Action for a Sustainable Ocean Economy*. Springer International Publishing: 523–552. [https://doi.org/10.1007/978-3-031-16277-0\\_14](https://doi.org/10.1007/978-3-031-16277-0_14)

## Annex: Strength of Evidence assessment

Figure 2. Overview of evidence types

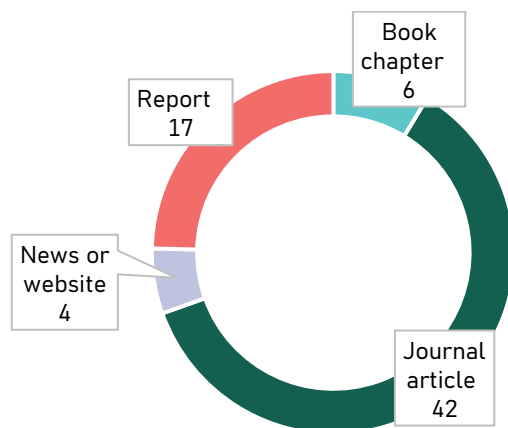


Table 1. Quality scores: key

<b>Green</b>	Quality score 9–14; only applies to academic literature
<b>Amber</b>	Quality score 4.5 – 8.9; automatically assigned to grey literature
<b>Red</b>	Quality score 0 – 4.4

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
Report	Abeyasinghe, A., Dambacher, B. M., and Byrnes, R.	2017	National adaptation plans: Understanding mandates and sharing experiences. IIED_NAP_mandates_2017.pdf	n/a
Journal article	Amkieltiela, C. N. H., Andradi-Brown, D. A., Estradivari, A. K. F., Begger, M., Hakim, A., Muenzel, D. K., Carter, E.,	2022	The rapid expansion of Indonesia’s marine protected area requires improvement in management effectiveness	12

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
	Agung, F., Veverka, L., Iqbal, M., Lazuardi, M. E., Fauzi, M. N., Tranter, S. N., and Ahmadi, G. N			
Journal article	Anderson, B. B., and Ratiu. C.	2019	Stakeholder considerations in public-private partnerships. <i>World Journal of Entrepreneurship, Management and Sustainable Development</i> 15(3): 212–21. <a href="https://doi.org/10.1108/WJEMSD-04-2018-0046">https://doi.org/10.1108/WJEMSD-04-2018-0046</a>	8
Journal article	Baquiano, M. J.	2016	Understanding coastal resource management using a social representations approach. <i>Ocean &amp; Coastal Management</i> 133: 18–27. <a href="https://doi.org/10.1016/j.ocecoaman.2016.09.008">https://doi.org/10.1016/j.ocecoaman.2016.09.008</a>	11
Journal article	Basurto, X., Viridin, J., Franz, N., DeLand, S., Smith, B., Cleary, J., Vegh, T., and Halpin, P.	2024	A global assessment of preferential access areas for small-scale fisheries	11
Report	Bevitt, K., Cohen, P.J., Diver, R., Kutub Uddin, M., Lukanga, E., Patel, A., Roshan, M., Solis Rivera, V., and Westlund, L.	2022	A good practice guide for ethical and inclusive communications involving small-scale fisheries. Penang, Malaysia, WorldFish and Rome, FAO. <a href="https://doi.org/10.4060/cc0548en">https://doi.org/10.4060/cc0548en</a>	n/a
Book chapter	Blasiak, R., Wynberg, R., Grorud-Colvert, K., Thambisetty, S., Bandarra, N. M., Canário, A. V. M., da Silva, J., Duarte, C. M., Jaspars, M., Rogers, A. D., Sink, K., and Wabnitz, C.	2023	The Ocean Genome: Conservation and the Fair, Equitable and Sustainable Use of Marine Genetic Resources	14
Journal article	Bova, C. S., Halse, S. J., Aswani, S., and Potts, W. M.	2017	Assessing a social norms approach for improving recreational fisheries compliance. <i>Fisheries Management and Ecology</i> 24(2): 117–25. <a href="https://doi.org/10.1111/fme.12218">https://doi.org/10.1111/fme.12218</a>	12
Report	Brouwer, B, Woodhill, J., Hemmati, M., Verhoosel, K. S., and Vugt, S.	2016	The MSP Guide: How to design and facilitate multi-stakeholder partnerships. Practical Action Publishing.	n/a
Journal article	Campbell, B., and Hanich, Q.	2015	Principles and practice for the equitable governance of transboundary natural resources: cross-cutting lessons for marine fisheries management	8
Journal article	Castello, L., Martins, E. G., Sorice, M. G., Smith, E., Almeida, M., Bastos, G. C. C., Cardoso, L. G., Clauzet, M., Dopona, A. P., Ferreira, B., Haimovici, M., Jorge, M., Mendonça, J., Ávila-da-Silva, A. O., Roman, A. P. O., Ramires,	2024	Local knowledge reconstructs historical resource use	11

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
	M., de Miranda, L. V., and Lopes, P. F. M.			
Journal article	Clarke, A., and MacDonald, A	2019	Outcomes to Partners in Multi-Stakeholder Cross-Sector Partnerships: A Resource-Based View. <i>Business &amp; Society</i> 58(2): 298–332. DOI: 10.1177/0007650316660534.	14
Journal article	Cohen-Shacham, E., Andrade, A. Dalton, J., Dudley, N., Jones, M., Kumar, C., Maginnis, S., Maynard, S., Nelson, C. R., Renaud, F. G., Welling, R., and Walters, G.	2019	Core principles for successfully implementing and upscaling Nature-based Solutions. <i>Environmental Science &amp; Policy</i> 98: 20–29. <a href="https://doi.org/10.1016/j.envsci.2019.04.014">https://doi.org/10.1016/j.envsci.2019.04.014</a>	14
Report	Conservation International	2022	High-Quality Blue Carbon Principles and Guidance: A Triple Benefit Investment for People, Nature and Climate	8
Journal article	Corcino, R. C. B., Gerona-Daga, M. E. B., Samoza, S. C., Fraga, J. K. R., and Salmo, S. G.	2023	Status, limitations, and challenges of blue carbon studies in the Philippines: A bibliographic analysis	12
Journal article	Crosman, K. M., Allison, E. H., Ota, Y., Cisneros-Montemayor, A. M., Singh, G. G., Swartz, W., Bailey, M., Barclay, K. M., Blume, G., Colléter, M., Fabinyi, M., Faustman, E. M., Fielding, R., Griffin, P. J., Hanich, Q., Harden-Davies, H., Kelly, R. P., Kenny, T.-A., Klinger, T., Kittinger, J. N., Nakamura, K., Pauwelussen, A. P., Pictou, S., Rothschild, C., Seto, K. L., and Spalding, A. K.	2022	Social equity is key to sustainable ocean governance	10
Journal article	Dawson, N. M., Coolsaet, B., Sterling, E. J., Loveridge, R., Gross-Camp, N. D., Wongbusarakum, S., Sangha, K. K., Scherl, L. M., Phuong Phan, H., Zafra-Calvo, N., Lavey, W. G., Byakagaba, P., Idrobo, C. J., Chenet, A., Bennett, N. J., Mansourian, S. and Rosado-May, F. J.	2021	The role of Indigenous peoples and local communities in effective and equitable conservation. <i>Ecology and Society</i> 26(3), 19. <a href="https://doi.org/10.5751/ES-12625-260319">https://doi.org/10.5751/ES-12625-260319</a>	14
News or website	Edinburgh Napier University	2023	ENU Conservation project Mikoko Pamoja has been named 'Person of the Year' by the UN in Kenya. [online] <a href="https://innovationhub.napier.ac.uk/news-and-">https://innovationhub.napier.ac.uk/news-and-</a>	n/a

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
			events/news/mikoko-pamoja-honoured-by-united-nations [accessed 31 January 2025]	
Report	ElDidi, H., Rawat, S., Meizen-Dick, R., and Chaturvedi, R.	2021	Polycentricity and Multi-stakeholder Platforms: Governance of the Commons in India. <a href="https://books.google.co.uk/books?id=DnlTEAAQBAJ&amp;printsec=frontcover#v=onepage&amp;q&amp;f=false">https://books.google.co.uk/books?id=DnlTEAAQBAJ&amp;printsec=frontcover#v=onepage&amp;q&amp;f=false</a>	n/a
Journal article	Ellison, J.	2020	Mangrove ecosystem-based adaptation: advice on improved success. <i>Human Ecology</i> 30: 37–40.	5
Journal article	Estradivari, Kartika, I., Adhuri, D. S., Adrianto, L., Agung, F., Ahmadi, G. N., Bejarano, S., Campbell, S. J., Fachri, F. R., Kushardanto, H., Marlessy, C., Pane, B., Puebla, O., Purnama, R. C., Santiadji, I. W. V., Suherfian, W., Tillah, M., Widodo, H., Wild, C., and Ferse, S. C. A.	2024	Prospective ecological contributions of potential marine OECMs and MPAs to enhance marine conservation in Indonesia	14
Book chapter	Fabinyi, M., and Barclay, K.	2022	Fishing Livelihoods and Social Diversity'. In <i>Asia-Pacific Fishing Livelihoods</i> . Cham: Springer International Publishing: 45–63. <a href="https://doi.org/10.1007/978-3-030-79591-7_3">https://doi.org/10.1007/978-3-030-79591-7_3</a>	8
Report	FAO	2015	Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication	14
Report	FAO	2016	Free Prior and Informed Consent. An indigenous peoples' right and a good practice for local communities. Manual for project practitioners. [online] United Nations, Department of Economic and Social Affairs - Indigenous Peoples. FAO. Available at: <a href="https://openknowledge.fao.org/server/api/core/bitstreams/8a4bc655-3cf6-44b5-b6bb-ad2aeede5863/content">https://openknowledge.fao.org/server/api/core/bitstreams/8a4bc655-3cf6-44b5-b6bb-ad2aeede5863/content</a> [Accessed 3 Feb. 2025].	n/a
Report	FAO	2024	The State of World Fisheries and Aquaculture 2024 – Blue Transformation in action. Rome: FAO. <a href="https://openknowledge.fao.org/items/06690fd0-d133-424c-9673-1849e414543d">https://openknowledge.fao.org/items/06690fd0-d133-424c-9673-1849e414543d</a>	n/a
Report	FAO, Duke University and WorldFish	2023	illuminating Hidden Harvests – The contributions of small-scale fisheries to sustainable development. Rome: FAO, Duke University, WorldFish. <a href="https://doi.org/10.4060/cc4576en">https://doi.org/10.4060/cc4576en</a>	n/a

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
Report	FCDO	2023	Business Case and Summary (D0003167) 301203. [online] GOV.UK Development Tracker. UK - Foreign, Commonwealth Development Office (FCDO). Available at: <a href="https://iati.fcdo.gov.uk/iati_documents/D0003167.odt">https://iati.fcdo.gov.uk/iati_documents/D0003167.odt</a> [Accessed 3 Feb. 2025].	n/a
Journal article	Giakoumi, S., McGowan, J., Mills, M., Beger, M., Bustamante, R. H., Charles, A., Christie, P., Fox, M., Garcia-Borboroglu, P., Gelcich, S., Guidetti, P., Mackelworth, P., Maina, J. M., McCook, L., Micheli, F., Morgan, L. E., Mumby, P. J., Reyes, L. M., White, A., Grorud-Colvert, K., and Possingham, H. P.	2018	Revisiting “Success” and “Failure” of Marine Protected Areas: A Conservation Scientist Perspective	10
Journal article	Hampton-Smith, M., Gurney, G. G., and Cinner, J. E.	2024	A systematic review of equity perceptions and outcomes in marine conservation	10
Journal article	Herbert-Read, J. E., Thornton, A., Amon, D. J., Birchenough, S. N. R., Côté, I. M., Dias, M. P., Godley, B. J., Keith, S. A., McKinley, E., Peck, L. S., Calado, R., Defeo, O., Degraer, S., Johnston, E. L., Kaartokallio, H., Macreadie, P. I., Metaxas, A., Muthumbi, A. W. N., Obura, D. O., Paterson, D. M., Piola, A. R., Richardson, A. J., Schloss, I. R., Snelgrove, P. V. R., Stewart, B. D., Thompson, P. M., Watson, G. J., Worthington, T. A., Yasuhara, M., and Sutherland, W. J.	2022	A global horizon scan of issues impacting marine and coastal biodiversity conservation	13
Book chapter	Hussein, I., de Fátima Alves, M., and Morgado, F.	2019	Artisanal Fishing and Climate Change: The Case of Pemba, Mozambique	12
Journal article	Jones, P. J. S., and Long, S. D.	2021	Analysis and discussion of 28 recent marine protected area governance (MPAG) case studies: Challenges of decentralisation in the shadow of hierarchy	14
Journal article	Khuu, D. T., Jones, P. J. S., and Ekins, P.	2023	Development of Marine Protected Areas (MPAs) in Vietnam from a coevolutionary governance perspective: Challenges of unholy alliances between the state, businesses and NGOs	11

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
Journal article	Kittinger, J. N., Rotjan, R. D., Hanich, Q., Pasisi, B., and Rambourg, C.	2024	Balancing protection and production in ocean conservation	9
Book chapter	Leape, J., Abbott, M., Sakaguchi, H., Brett, A., Cao, L., Chand, K., Golbuu, Y., Martin, T., Mayorga, J., and Myksvoll, M. S.	2023	Technology, Data and New Models for Sustainably Managing Ocean Resources	12
Journal article	Leonardo, A., and Deeb, N.	2022	Illegal, Unreported and Unregulated (IUU) Fishing in Indonesia: Problems and Solutions	13
Journal article	MacDonald, A., Clarke, A, and Huang, L.	2018	Multi-stakeholder Partnerships for Sustainability: Designing Decision-Making Processes for Partnership Capacity'. In K. Martin, K. Shilton, and J. Smith, (eds.) <i>Business and the Ethical Implications of Technology</i> . Springer Nature Switzerland.	14
Journal article	Manlosa, A. O., Albrecht, J., and Riechers, M.	2023	Social capital strengthens agency among fish farmers: Small scale aquaculture in Bulacan, Philippines. <i>Frontiers in Aquaculture 2</i> . <a href="https://doi.org/10.3389/faquc.2023.1106416">https://doi.org/10.3389/faquc.2023.1106416</a>	11
Journal article	McLean, M., Warner, B., Markham, R., Fischer, M., Walker, J., Klein, C., Hoeberechts, M., and Dunn, D. C.	2023	Connecting conservation & culture: The importance of Indigenous Knowledge in conservation decision-making and resource management of migratory marine species	10
Journal article	Nesperos, V. J. C., Villanueva, C. M. M., Garcia, J. E., and Gevaña, D. T.	2021	Assessment of blue carbon stock of mangrove vegetation in Infanta, Quezon, Philippines	9
Journal article	Nowakowski, A. J., Canty, S. W. J., Bennett, N. J., Cox, C. E., Valdivia, A., Deichmann, J. L., Akre, T. S., Bonilla-Anariba, S. E., Costedoat, S., and McField, M.	2023	Co-benefits of marine protected areas for nature and people. <i>Nature Sustainability</i>	12
Journal article	O'Connor, R. J., Spalding, A. K., Bowers, A. W., and Ardoin, N. M.	2024	Power and participation: A systematic review of marine protected area engagement through participatory science <i>Methods</i>	12
Book chapter	Österblom, H., Wabnitz, C. C. C., Tladi, D., Allison, E. H., Arnaud-Haond, S., Bebbington, J., Bennett, N., Blasiak, R., Boonstra, W., Choudhury, A., Cisneros-Montemayor, A., Daw, T., Fabinyi, M., Franz, N., Harden-Davies, H., Kleiber, D., Lopes, P., McDougall, C., Resosudarmo, B. P., and Selim, S. A.	2023	Towards Ocean Equity	13

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
News or website	Plan Vivo	n.d.	Mikoko Pamoja – Kenya. [online] Plan Vivo Foundation. <a href="https://www.planvivo.org/mikoko-pamoja">https://www.planvivo.org/mikoko-pamoja</a> [accessed 31 January 2025]	n/a
Journal article	Quevedo, J. M. D., Uchiyama, Y., and Kohsaka, R.	2020	Perceptions of the seagrass ecosystems for the local communities of Eastern Samar, Philippines: Preliminary results and prospects of blue carbon services	10
Journal article	Quevedo, J. M. D., Uchiyama, Y., Lukman, K. M., and Kohsaka, R (b)	2021	How Blue Carbon Ecosystems Are Perceived by Local Communities in the Coral Triangle: Comparative and Empirical Examinations in the Philippines and Indonesia	11
Journal article	Quevedo, J. M. D., Uchiyama, Y., Lukman, K. M., and Kohsaka, R. (a)	2021	Are Municipalities Ready for Integrating Blue Carbon Concepts?: Content Analysis of Coastal Management Plans in the Philippines	8
Journal article	Rossbach, S., Steckbauer, A., Klein, S. G., Arossa, S., Gerald, N. R., Lim, K. K., Martin, C., Rossbach, F. I., Shellard, M. J., Valluzzi, L., and Duarte, C. M.	2023	A tide of change: What we can learn from stories of marine conservation success	14
Journal article	Shellock, R. J., Fullbrook, L., McKinley, E., Cvitanovic, C., Kelly, R., and Martin, V.	2024	The nature and use of Ocean Literacy in achieving sustainable ocean futures: A Systematic Map	10
News or website	Shilland, R.	2023	Ten years of Mikoko Pamoja. [online] Plan Vivo Foundation. <a href="https://www.planvivo.org/blog/ten-years-mikoko-pamoja">https://www.planvivo.org/blog/ten-years-mikoko-pamoja</a> [accessed 31 January 2025]	n/a
Journal article	Spalding, A. K., Grorud-Colvert, K., Allison, E. H., Amon, D. J., Collin, R., de Vos, A., Friedlander, A. M., Johnson, S. M., Mayorga, J., Paris, C. B., Scott, C., Suman, D. O., Cisneros-Montemayor, A. M., Estradivari, Giron-Nava, A., Gurney, G. G., Harris, J. M., Hicks, C., Mangubhai, S., Micheli, F., Naggea, J., Obura, D., Palacios-Abrantes, J., Pouponneau, A., and Thurber, R. V.	2023	Engaging the tropical majority to make ocean governance and science more equitable and effective	7
Report	Steven, A. Addo, K.A., Llewellyn, G. and Thanh Ca. V.	2020	Coastal Development: Resilience, Restoration and Infrastructure Requirements. Washington, DC: World Resources Institute. <a href="https://oceanpanel.org/publication/coastal-development-resilience-restoration-and-infrastructure-requirements/">https://oceanpanel.org/publication/coastal-development-resilience-restoration-and-infrastructure-requirements/</a> [accessed 17 January 2025]	n/a
Report	Stibbe, D., Prescott, D., The Partnering Initiative, and UN DESA	2020	The SDG Partnership Guidebook: A practical guide to building high-impact multi-stakeholder partnerships for the Sustainable Development Goals..	n/a

Type of evidence	Author(s)	Year	Title	Principles of Quality Score
			<a href="https://sustainabledevelopment.un.org/content/documents/2698SDG_Partnership_Guidebook_1.01_web.pdf">https://sustainabledevelopment.un.org/content/documents/2698SDG_Partnership_Guidebook_1.01_web.pdf</a>	
Journal article	Thompson, K.-L., Lantz, T. C., and Ban, N. C.	2020	A review of Indigenous knowledge and participation in environmental monitoring	9
Journal article	Tinh, P. H., MacKenzie, R. A., Hung, T. D., Vinh, T. V., Ha, H. T., Lam, M. H., Hanh, N. T. H., Tung, N. X., Hai, P. M., and Huyen, B. T.	2022	Mangrove restoration in Vietnamese Mekong Delta during 2015–2020: Achievements and challenges	13
Report	UK Government	2023	Blue Carbon. Insights into blue carbon finance. <a href="https://assets.publishing.service.gov.uk/media/64c7b1afd8b1a7000db05dd5/2023_Blue_Belt_-_Cefas_MMO_Insights_into_Blue_Carbon_finance.pdf">https://assets.publishing.service.gov.uk/media/64c7b1afd8b1a7000db05dd5/2023_Blue_Belt_-_Cefas_MMO_Insights_into_Blue_Carbon_finance.pdf</a> [accessed 31 January 2025]	n/a
Report	UN Framework Convention on Climate Change	2012	National Adaptation Plans: Technical guidelines for the national adaptation plan process. Least Developed Countries.	n/a
News or website	United Nations Information Service	2023	Press Release: Mikoko Pamoja awarded United Nations in Kenya Person of the Year. <a href="https://www.un.org/sites/un2.un.org/files/final_press_release_mikoko_pamoja_awarded_un_person_of_the_year_-_rev_24_oct.pdf">https://www.un.org/sites/un2.un.org/files/final_press_release_mikoko_pamoja_awarded_un_person_of_the_year_-_rev_24_oct.pdf</a> [accessed 31 January 2025]	n/a
Report	UNOC	2022	A call to action from small-scale fishers. [online] <a href="https://www.ssfcalltoaction.org/">https://www.ssfcalltoaction.org/</a>	n/a
Report	WHO	2010	Nine steps for developing a scaling-up strategy. Geneva: World Health Organisation. <a href="https://iris.who.int/bitstream/handle/10665/44432/9789241500319_eng.pdf">https://iris.who.int/bitstream/handle/10665/44432/9789241500319_eng.pdf</a> [accessed 31 January 2025]	n/a
Book chapter	Winther, J.-G., Dai, M., Douvère, F., Fernandes, L., Halpin, P., Hoel, A. H., Juinio-Meñez, M. A., Li, Y., Morrissey, K., Rist, T., Scarano, F. R., Trice, A., Unger, S., & Whitehouse, S.	2023	Integrated ocean management	13



We provide expert monitoring, evaluation, learning and strategy services to help build a more equitable and sustainable world for all.

[itad.com](https://itad.com)

[X @ItadLtd](https://twitter.com/ItadLtd)

[in Itad](https://www.linkedin.com/company/itad)

[mail@itad.com](mailto:mail@itad.com)

### **Itad Ltd**

International House  
Queens Road  
Brighton, BN1 3XE  
United Kingdom

Tel: +44 (0)1273 765250

### **Itad Inc**

c/o Open Gov Hub  
1100 13th St NW, Suite 800  
Washington, DC, 20005  
United States