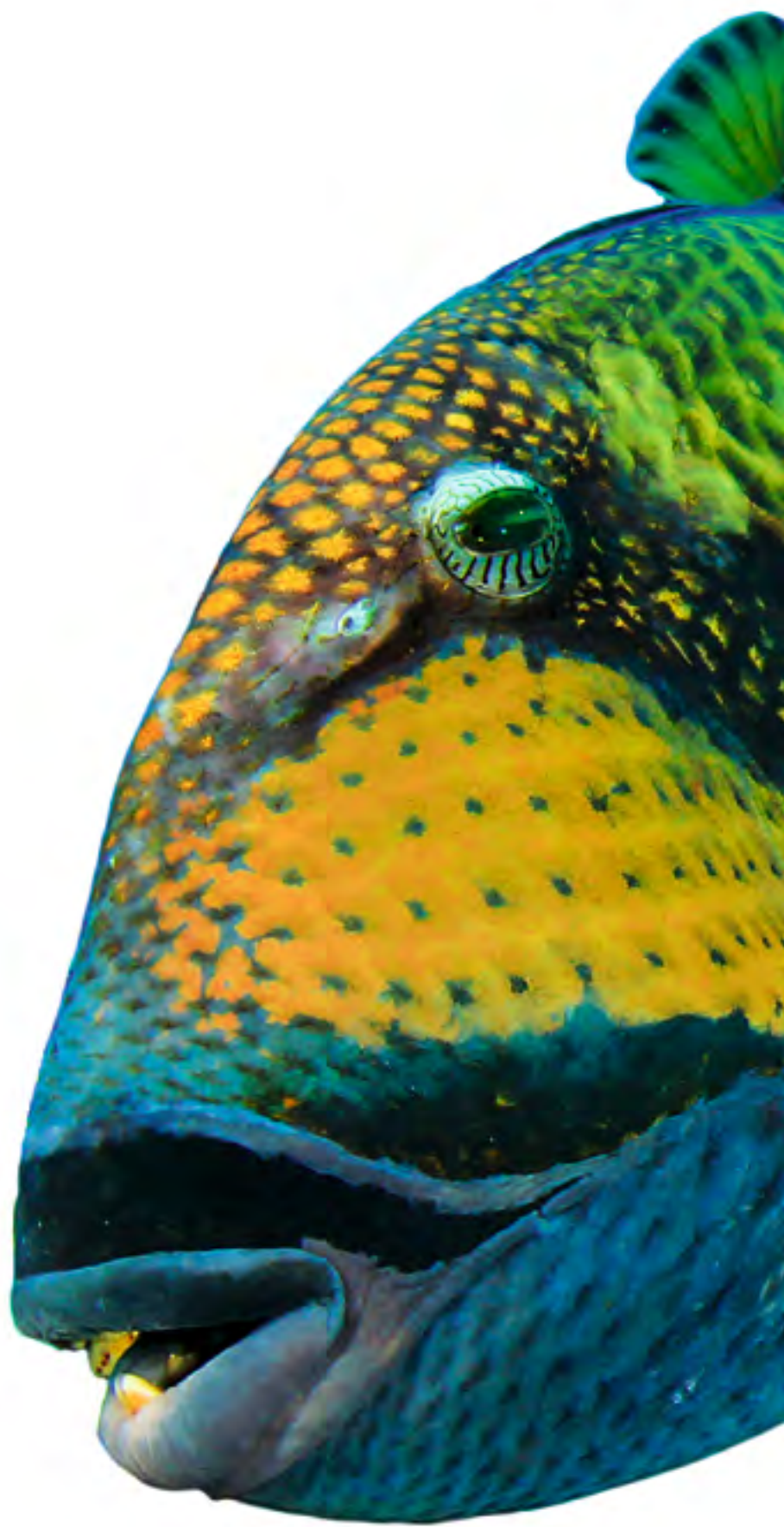




MATRIX AND STRATEGIC DOCUMENT







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Motivation

The international community and its key global leaders are today more aware of the negative impacts that environmental imbalances are unleashing on the planet, which are disturbing the whole functioning of the oceanic system. They are also becoming aware of the crucial importance of the ocean for our economic well-being and the development of our societies.

Awareness about the ocean's importance brings with it new opportunities and responsibilities, especially for a country like Portugal, which has one of the world's largest maritime areas under one national jurisdiction¹. In this context, Portugal has shown an outstanding concern for ocean affairs, as evidenced by a number of actions that have been taken over the last 15 years (the organisation of Expo 98, which had the ocean as its main theme; the creation of national maritime strategies; and its initiatives on ocean deliberations at the EU and the UN).

Yet, Portugal remains still largely unaware of the sea's real importance for the country. As a result, it has been unable to match the potential the ocean has for the country's development with a clear,

1 Portugal ranks 110th among United Nations member states with regard to its land territory. However, if we include its maritime areas i.e. the territorial waters, the Exclusive Economic Zone and Continental Shelf, Portugal is among the 15 largest maritime countries in the world. If a G20 existed for oceanic issues, it would be difficult to imagine Portugal not belonging to this small club of global oceanic leaders. From this fact alone – at the international level – one can easily see the importance that a connection to the ocean can have for this country, if duly exploited.

determined action and policy that is commensurate with this potential. Nor is there an organized response from its civil society, particularly from the economic sector, that enables this potential to be drawn upon fully. Combined with the deep economic crisis that Portugal is currently undergoing, this fact highlights the need to put efforts focused on realising the ocean's political, economic, social and environmental potential for the country's development at the top of the list of national priorities.

Hence, there needs to be a greater sharing of knowledge about the ocean across all levels of education, aimed at strengthening a national maritime culture that, in comparison with Europe's main maritime countries, ought to be more vibrant. The absence of a strong maritime culture means there is a real lack of collective awareness about the ocean's strategic importance in Portuguese society. This generally removes the ocean from key decisions about the country's socio-economic development and the protection of its marine natural heritage, both at the political and the administrative levels. Similarly, in contrast to what one might be led to think, knowledge and scientific research on the ocean are not being produced in Portugal in a way that is commensurate with the size of the country's vast maritime territory and the importance of the natural resources it contains. In addition, urgent efforts are needed to implement better safeguards to protect the marine environment and the country's valuable coastal zones.

There is also a need to develop the maritime economy, whose value in terms of its contribution to the Gross National Product is still only about half of the average of other European coastal nations². Major economic groups, investors and the financial system need to direct resources aimed at converting the seas' economic potential into real value that would benefit the economy and social development, and at the same time preserves the marine natural heritage.

2 In fact, while the average value of the marine economy in the GDP of coastal nations in Western Europe hovers around 5%, it is not much more than 2.5% in Portugal. See COTEC Portugal's report "*Blue Growth for Portugal*" (2012), available in PDF format on the organisation's website.

Lastly, but equally important, is the continuing need for Portugal to develop fully a legal and political system that is integrated and aimed at achieving international competitiveness in all the sectors of its maritime economy. This should allow for the removal of the costs of red tape (currently very high), an improvement in the quality of products from maritime activities and a reduction in their costs, while providing stability and sustainability in maritime activities fully integrating environmental considerations. There is, as such, a lack of legislation and administrative procedures for adequately exploiting maritime economic resources. The State also lacks an organisational structure properly focused on marine governance – at least one that is really in line with the sea’s real potential, or as a minimum actually understands the scope of this potential.

However, another, more positive aspect should be added to this scenario: the ocean has begun to return to the national agenda in recent years. In fact, Portugal has begun to realise the geostrategic importance of the ocean, with the EXPO 98, the 2004 Strategic Commission on Oceans, the adoption of national strategies for the sea in 2006 and 2013, and a new parliamentary act on maritime spatial planning, which recently came into force. This is a positive development that will bear fruitful results³ and should be accelerated.

In this light, it is an extremely opportune moment for Portugal to create a civil society organisation or entity that can both be an international leader on ocean issues and help the country mobilise its society around key issues relating to the seas, generating new dynamism and helping it take full understanding of opportunities amidst the growing attention paid to oceans at the international level.

For Portugal, ocean issues are thus a crucial arena in which the country – limited as it is in economic and demographic terms – could create a sound, distinctive role for itself.

3 In terms of reputation, these results can already be seen, for example, at the United Nations where initiatives led by Portugal in the field of oceans in the past 15 years have earned it the support of countries which have a great interest in this agenda, especially Small Island Developing States. This fact has had immediately positive repercussions for Portugal’s candidacies at the UN, particularly in its latest bid for a non-permanent seat at the UN Security Council.

The Oceano Azul Foundation aims to become both the global champion of ocean issues that Portugal currently lacks and a national catalyst capable of mobilising civil society on the key issues of sustainable development of the ocean, and its conservation.

This will give Portugal more credibility as an actor in Europe and at the global level in the context of marine issues.





Global context and trends

As stated by the Global Ocean Forum⁴, which is calling for the creation of a United Nations Sustainable Development Goal dedicated exclusively to oceans – which cover close to 3/4 of the earth's surface – the ocean is the planet's most important biophysical element, playing a critical role in its functioning. It should not be surprising, then, that today, in a world characterised by climate change, environmental degradation, continuous globalisation, population growth and the consequent need for food security, new threats to maritime security and the gradual yet inexorable exhaustion of terrestrial natural resources, especially energy resources, the ocean has become even more important for the sustainable development we seek.

In fact, most of the major challenges we face have an important oceanic aspect to them, even though this is often misunderstood by, among others, political decision-makers and economic agents:

- Negative impacts created by climate change are mitigated by the role that oceans play in capturing carbon and regulating the temperature of the planet (absorbing heat). At the same time, seas and oceans are front-line victims of the impacts of climate change and coastal communities are also severely affected by them, with rising sea-levels, coastal erosion, floods and an increasing number and severity of ocean storms being the most visible examples of these impacts.

4 <http://globaloceanforum.com/>

- The environmental degradation of the planet is reflected in the loss of biomass due to overfishing, marine pollution, destruction of habitats and ecosystems – particularly coastal ecosystems – and the acidification of the ocean as a result of greenhouse gas emissions.
- Global population growth threatens the sustainability of food systems, requiring an expansion of protein sources, including those obtained through sustainable fishing and aquaculture development.
- Globalisation leads to growing international trade, which means more transport by sea (about 80% of external trade in the world travels by sea), more port infrastructures, more maritime routes, such as the widened Panama Canal, and more construction of ships, naval engineering and technology, among others.
- The growing worldwide need for energy is driving greater exploitation of offshore energy sources, whether fossil fuels or renewable energy, such as wind or waves, or the possible future exploitation of methane hydrates found in abundance in the seabed.
- Lastly, while global peace and security requires the peaceful and equitable use of oceans and seas, we are seeing a rise in threats to maritime security, including piracy and the illegal trafficking of humans, drugs, arms and dangerous, toxic substances. The peaceful use of the ocean is also beginning to be increasingly put at risk due to rising geopolitical tensions in South-east Asia (China Sea), the Mediterranean Sea, the Arctic Ocean and the Black Sea.

These trends are unavoidable and the challenges that arise will grow over the course of the 21st century. The solution will undoubtedly come about by developing marine research and science through innovative offshore and under-water technologies that allow new ways of using the ocean and the sustainable exploitation of marine resources, stimulating further exploitation of the sea in a continuous cycle of growth in marine activities. If this growth occurs under current conditions, it is likely to aggravate the environmental problems

affecting seas and oceans, which are, today, already grave enough in themselves.

In light of this situation, seas and oceans will undoubtedly occupy an increasingly prominent position on the list of priorities on the global agenda and in the development policies of coastal countries.

Acknowledging this reality must be an important element in the creation of the Oceano Azul Foundation.



Benefits and threats

Blue natural capital

It is a fact that the ocean's importance as a system that supports life on the planet and the well-being of current and future generations is considerably less well known than, for example, the importance of forests and fresh water resources. However, the ocean produces the bulk of the oxygen we breathe and absorbs a large proportion of the CO₂ we emit into the atmosphere. It regulates the planet's hydrological cycles and as such, is essential to the production of water resources. The ocean recycles dangerous gases, regulates the planet's climate and functions as a receptacle for nutrients and waste originating on land. It provides a source of protein through fishing and is a source of biological resources that can be used in various applications (pharmaceutical, nutrients and food supplements, cosmetic, energy, biomaterials) through biotechnology. It is also a source of fossil fuels, inert materials, rare minerals, and renewable energy, and it provides a natural infrastructure of traffic corridors for maritime transport. Lastly, the ocean is source of cultural, artistic, aesthetic, ethical, scientific and spiritual values.

As such, the "ecosystem services" that have, until recently, been mostly unknown to the common citizen, are becoming synonymous with the benefits we extract from nature, comprising what is known today as "natural capital".

This "natural capital" is essential and is the foundation for manufactured capital – what we call the "productive economy". As we are

now beginning to understand, sustainability of the latter cannot be possible without conservation of the former.

This is why we need to begin to view the marine environment as a key part of our economy. We need to think of the interventions we make in preserving it also as an investment in the economy rather than just a cost.

Grave deterioration of the marine environment

Given the ocean's value in generating our well-being, whether directly through fishing resources, energy production or as a means for transporting global trade, or indirectly through its function as a major regulator of the planet, its sustainability has to be an absolute priority in the important decisions we make and in our allocation of resources.

And yet, governments and human societies in general still do not seem to fully understand how close the sustainability of the ocean is to its limit. In effect, the negative pressures we are putting on the ocean through our behaviour (illegal, unregulated and unreported fishing, pollution, eutrophication, destruction of coastal and marine habitats, acidification) are "pushing" it towards a situation of imbalance, perilously close to a red line beyond which its natural functions will not be able to regenerate.

For the Oceano Azul Foundation, an organisation to be dedicated to the sustainability of the ocean, a central mission should be one of helping to correct the widely erroneous perception of an "indestructible ocean" that continues to persist, and in so doing, implement a change in behaviour on a local, regional and global level. In this sense, a focus on education, knowledge, spreading understanding about the ocean, and on communication in general, must be a priority in this initiative.





The global race to exploit the ocean

As has been indicated above about the main trends affecting the ocean, we are beginning to witness a global race to exploit them, which will accelerate with the development of new under-water technologies and the rapid exhaustion of terrestrial natural resources.

The development of global trade will lead to more maritime activities, particularly those involving ports and sea transport. Tourism development will lead to more intensified recreational use of the ocean and its coasts. The need for new energy sources will lead to the exploitation of offshore energy, and the need to expand the global food industry will lead to greater dependence on protein (marine-derived food) extracted from, or cultivated in, the sea.

These trends will lead to the development of new technologies for offshore exploitation, which will, in turn, encourage the exploitation of new marine products and services. All of this represents increased stress factors, which will create new pressures on ocean sustainability. We must conclude, therefore, that it will be crucial to decouple the development of marine activities from environmental degradation which remain intrinsically intertwined today.

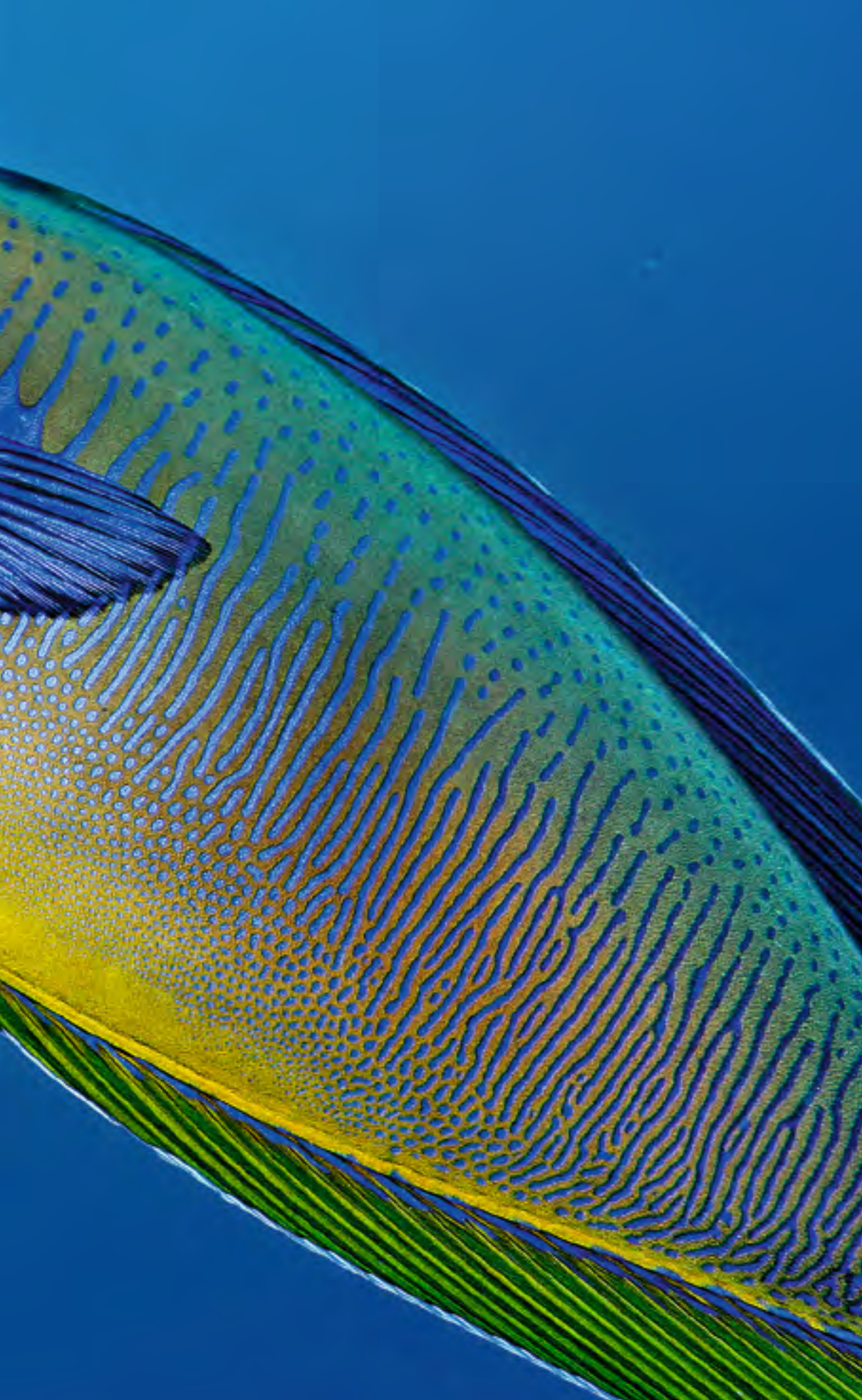
Faced with this growth, we cannot, in effect, expect, nor is it even reasonable to consider, that conservation of the ocean can be achieved at the cost of prohibiting its economic exploitation. What needs to be done is to find ways of achieving both without compromising either, while at the same time investing in the conservation of ecologically sensitive areas that contain important natural values and whose resilience may be at risk due to human activities' impacts. In

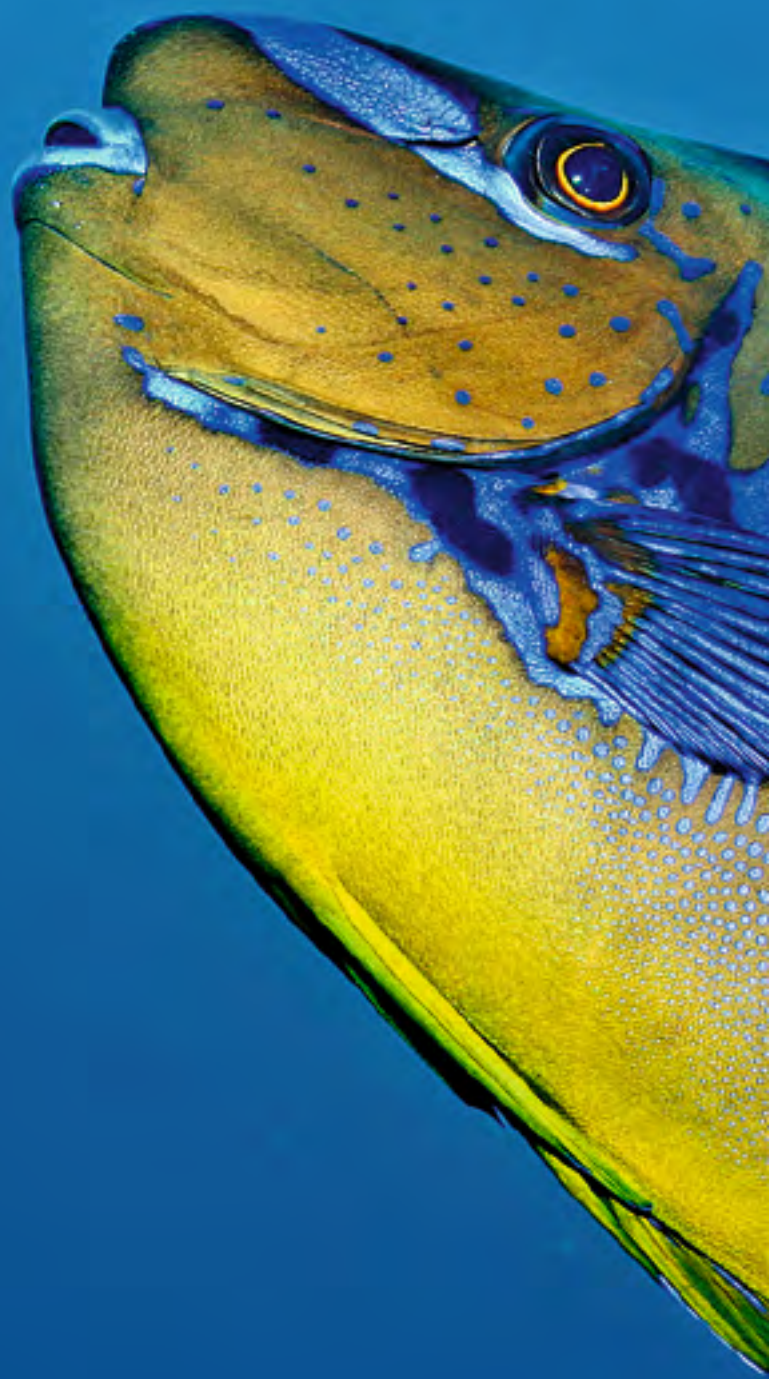
this context, maritime spatial planning becomes a vital instrument of action, on the one hand, allowing for the conservation of natural values while, on the other, identifying areas where economic exploitation would be viable in terms of sustainability.

Another solution to this problem would undoubtedly be to opt for a model of economic development, based on the ocean, which would be truly sustainable, one that would not imply its environmental degradation. In this sense, what would be important would be to invest in new activities that maximise the exploitation of the ocean in a truly sustainable way, such as bio-industries involving marine resources.

An organisation such as the Oceano Azul Foundation should help promote new, more environmentally sustainable, maritime activities. The value that these will generate will allow old economic practices that are less amenable to marine preservation and, as such, condemned to destroy it, to be replaced. Conversely, preserving natural heritage, mainly through the creation of appropriately managed marine protected areas, and changing destructive practices in marine exploitation, are priorities that need to be developed.

For Portugal, which has yet to truly mobilise as a whole to conserve its natural heritage and to exploit its ocean sustainably, but which needs this exploitation to create new avenues of job creation and economic growth, the contributions of the Oceano Azul Foundation would be an invaluable public service for the country.





The question of governance

Another step that would contribute decisively to dissociating economic development from the ocean's environmental degradation involves the creation of new governance. Rather than necessarily creating new institutions to govern the oceans, such new governance would depend on changing the behaviour of political decision-makers, economic agents and other various users of the ocean in general. This should be done within the framework of the United Nations Convention on the Law of the Sea.

In effect, there is a clear connection between our unsustainable use of the ocean and the need to change how we manage maritime affairs, since one of the main causes of unsustainability lies in the fragmentation of policies on marine issues. In other words, the departmentalisation or compartmentalisation of these policies within their different ministerial portfolios prevents us from understanding the cumulative impacts and the combination of economic activities in the ocean as a whole (fishing, ports, transport, tourism, energy, etc.) that contribute to creating unsustainability.

Responding to this problem will necessarily involve the development of a holistic approach to maritime governance that allows the different portfolios and policy areas affecting oceans to be interconnected and coordinated, with decisions made based on scientific knowledge of the sea.

By helping reflect on and develop integrated policies, regulations, laws and practices on governance, the Oceano Azul Foundation can play an influential role in Portugal, Europe and, to some extent, globally.



Azores
Islands

Portugal's
mainland

Madeira
Islands

The Portugal Factor

Portugal is a country that is intimately tied to the ocean. Its well-known maritime history, its citizens' eating habits and its notable geography (it has one of Europe's largest Exclusive Economic Zones (EEZ) and one of the world's largest continental shelves) make it a globally-respected maritime nation. This recognition, which is widespread in the international community, allows Portugal to exploit its connection to the ocean as a unique, invaluable brand (national asset branding and trademark) with which it can generate goodwill for its blue economy.

This asset branding, which consists of a positive international perception of Portugal's connection to the sea and the great value it generates is, in itself, an important advantage for the Oceano Azul Foundation.

Portugal also plays a leadership role on the European and international agenda on oceans through the proactive work it has done over the past 15 years at the United Nations and the European Union. At the EU, it was one of the countries that pushed for an Integrated Maritime Policy and a regional maritime policy for the Atlantic basin.

Apart from the public sector, however, Portugal lacks an anchor organisation that reflects and enhances its close relationship to the sea. In particular, in terms of the conservation and sustainable management of oceans, there is a gap waiting to be filled by an organisation such as the Oceano Azul Foundation.

This Foundation will aim to enhance Portugal's leadership capacity at the international level by developing capacity-building activities on

issues pertaining to the seas; helping mobilise Portuguese society on the issue of oceans; and developing public service missions that support the country in fulfilling its European and international obligations with respect to the ocean agenda. Concomitantly, the Foundation may benefit from Portugal's strong reputation as a leader on marine issues.

Furthermore, the greater widespread attention being paid to oceans, which is currently growing in Portugal, makes it much more opportune and realistic for an organisation such as the Oceano Azul Foundation to be created.

Lastly, Portugal's central geostrategic location, between the northern and southern basins of the Atlantic Ocean and on the doorstep of the Mediterranean Sea, and its membership in the Community of Portuguese Speaking Countries (CPLP) (a community of coastal states, several of which possess equally large expanses of ocean areas in global terms), are all relevant factors that will enhance the Foundation's international outreach and activities.





Preparatory work

The international meeting in Estoril

28/29 May 2014

It was with a view towards assessing the current situation facing seas and oceans – their problems and the causes of these problems – and towards finding possible solutions and understanding the future trends that will define the global ocean agenda in the next decades, that the promoters of the Oceano Azul Foundation invited a group of distinguished ocean experts to meet in Estoril on 28-29 May 2014⁵.

These experts (see the attached list of participants) included personalities from foundations who have distinguished themselves in their work on ocean conservation; renowned academics; personalities familiar with the United Nations and European Commission's agendas; and others with ties to non-governmental organisations (NGOs), including WWF, Oceana and the Global Ocean Forum. Other participants included three Portuguese researchers (from the University of Algarve, the University of Lisbon and the University of Porto).

At this meeting, there was ample discussion on what the Oceano Azul Foundation should, and should not, do. It would be crucial to avoid spreading resources too thinly and duplicating the work

5 This meeting, which we refer to as "*The Estoril Meeting*", provided space for a lengthy discussion on ocean issues over two days, and provided an assessment of the possibility and opportunity of establishing an international foundation exclusively devoted to the ocean in Europe. There was a concern over defining a unique vision for the foundation while avoiding duplication in areas of intervention with other foundations in Europe and the United States, which work on ocean conservation. *The Estoril Meeting* was a defining moment for the future foundation. The basis for discussion at the meeting was a document (the non-paper) resulting from views and written contributions that were exchanged over the course of the two previous months. This work also included the collaboration of other international experts who sent in their contributions but were unable to attend the Estoril Meeting. Their names appear in the list attached to this Strategic Document.

currently being done by other foundations or organisations involved with oceans at the international level.

The quality of the interventions put forth in the meeting allowed the new foundation's context and starting point to be outlined in some detail. It also contributed to defining a vision and mission for the Oceano Azul Foundation.

The four most important conclusions of the meeting were as follows:

- 1.** The inevitability of the race to exploit the oceans economically and the need to break the link between exploitation of the ocean and environmental deterioration.
- 2.** The negative environmental impacts on the ocean are global and of a much greater magnitude than what is perceived by society, which, in many cases, continues to view oceans as being indestructible. There is an urgent need to change this perception.
- 3.** The absolute need to change behaviour, including that of political decision-makers, by replacing the closed "silo" mentality that exists in corporate sectors and interests with one that allows for the development of integrated governance on marine issues.
- 4.** The positive impact of the Portugal factor in enhancing the work of an organisation that seeks to be an international leader on ocean issues. On this subject, the country's reputation in the international community is more significant than the general public in Portugal think⁶.

6 The majority of international experts at the Estoril Meeting stated that Portugal is known internationally as an excellent honest broker on ocean issues, and that this should be exploited as a highly positive factor in the success of this new initiative.

Oceans experts involved in the creation of the *Oceano Azul* Foundation (info: May 2014)

Andreas Kraemer

Founder and President Emeritus of the Berlin Ecologic Institute, Germany.

Alan Simcock

Joint Coordinator of the UN Group of Experts of the Regular Process for Global Ocean Assessment, UK.

Barry Gold

Head of the Environment Program at the Walton Family Foundation, USA.

Biliana Cicin Sain

President of the Global Ocean Forum, Coastal Areas and Islands; Director of the Center for the Study of Marine Policy, University of Delaware, USA.

Diane Regas

Vice-President at the Environmental Defense Fund (EDF), USA.

Emanuel Gonçalves

Vice-Director at MARE-Marine and Environmental Sciences Centre, and Associate Professor at ISPA, Portugal.

Heather Koldewey

Head of Global Programmes at the Zoological Society of London, UK.

Isabel Sousa Pinto

Professor at the Faculty of Sciences in the University of Porto and Head of the Laboratory of Coastal Biodiversity (CIIMAR), Portugal.

Jane Lubchenko

Professor and Researcher at the University of Oregon; Former Under Secretary of State for Commerce and NOAA Administrator, USA.

John B. Richardson

Chairman of the the European Sea Ports Organization's Award Committee and Special Adviser for Maritime Affairs at FIPRA, Belgium.

Kathrine Angell-Hansen

Director at the Research Council in Norway, and Director of the Joint Programme Initiative Oceans, European Council (EU).

Leonardo Lacerda

Environment Programme Director at the Oak Foundation, Switzerland.

Margarida Castro

Professor and researcher at the University of Algarve and member of CCMAR, Portugal.

Martin Visbeck

Head of the Physical Oceanography Research Unit (GEOMAR Helmholtz Centre for Ocean Research Kiel), Germany.

Peter Heffernan

Chief Executive at the Marine Irish Institute, Ireland.

Pierre Erwes

Executive President and Founder of the Biomarine Organization, France.

Ricardo Aguilar

Research Director for Oceana in Europe, Spain.

Stephen de Mora

Chief Executive President at the Plymouth Marine Laboratory (PML), UK.

Tony Haymet

Professor and Vice-President at the University of California, USA; President Emeritus at SCRIPPS Institute of Oceanography, USA.

Tony Long

Founder of the EU Office of WWF, Belgium.

Teresa
Salvação
Barreto

Margarida
Castro

Emanuel
Gonçalves

Isabel Sousa
Pinto

Tiago Pitta
e Cunha

Alan
Simcock

Tony Long

José Soares
dos Santos





Tony Haymet

Diane Regas

Heather
Koldewey

Kathrine
Angell-Hansen

Ricardo Aguilar

Stephen
de Mora

Peter
Heffernan

John B.
Richardson

Biliana
Cicin Sain



Context and starting point for the Oceano Azul Foundation

As resulted from the discussions at the Estoril Meeting, the predominant context in the issue of seas and oceans can be summarised as follows:

For the past 200 years, since the industrial revolution, we have been intensely exploiting all of the natural terrestrial resources that we have been able to get our hands on. Over the next 200 years, it is inevitable that we will explore the ocean's resources with the same intensity once we begin to master under-water and offshore technologies for exploiting the sea, and witness the inexorable exhaustion of terrestrial natural resources, particularly traditional energy sources. In other words, a growth in maritime activities is inescapable for decades – or, indeed, centuries – to come.

Faced with this scenario, we may conclude with a high degree of predictability that there will be an exponential increase in the economic exploitation of the ocean. This exploitation is, above all, a stress factor added to the ocean's sustainability, which is already in a state of peril.

We can foresee a dilemma facing us. On one hand, the ongoing development of human societies demands economic growth, which includes the intensive exploitation of the ocean. On the other hand, economic growth is clearly jeopardising the environmental sustainability of the marine ecosystem, which is the basis of all marine activities. If we destroy this ecosystem, we will inevitably compromise the capacity to generate resources from the ocean.

The dilemma can also be put as follows: if we succeed in reversing the course of ocean exploitation that we have been pursuing, we

will be able to protect better the marine environment. However, the scarcity of natural resources on land will force us to reduce the levels of economic and social well-being we desire unless we can draw on the resources of the ocean. If we continue to exploit the sea without preserving it, we will endanger it and ultimately jeopardise our very survival.

Faced with this dilemma, how do we proceed?

Realistically, if it is not possible to restrict, reduce or even slow down the economic exploitation of the ocean – since the trend is, rather, in the direction of accelerated exploitation – and knowing that, in generic terms, we have been unable as yet to use and exploit the ocean without degrading the marine environment, the great challenge in the following decades will be to find ways of ensuring that the two are disassociated and that economic growth from maritime activities advances in parallel with environmental sustainability.

Will this be possible?





The Vision of the Oceano Azul Foundation

The vision of the Oceano Azul Foundation is as follows: In a context of an inevitable expansion in the economic use of the oceans, and faced with the significant marine environmental degradation that is currently taking place, we need to see a gradual break of the link between economic growth and marine environmental degradation, eventually reaching a paradigm of sustainability in which new economic activities linked to the ocean will be developed in synergy with its protection.

This paradigm will be achieved by:

- (i) deepening society's understanding of the importance of the challenge of achieving ocean sustainability;**
- (ii) bringing about a pronounced change in behaviour, especially of decision-makers, but also among business people, various users of the ocean and society in general;**
- (iii) this, in turn, will enable the creation of a new governance for the ocean, based much more on ethical values and on sustainability (ocean stewardship).**

These changes will have, as a corollary, and be accompanied by, the **gradual development of a sustainable blue economy**, one that will allow the development of new economic activities without making the marine environment deteriorate.



The Mission of the Oceano Azul Foundation

As a consequence of, and in line with the vision outlined above, the mission of the Foundation is to contribute to the sustainability of a healthy and productive ocean, by seeking to:

- (i) deepen society's understanding and knowledge** of the importance of ocean sustainability, with a particular emphasis on new generations, particularly through education programmes;
- (ii) contribute to changing peoples' behaviour in relation to the ocean**, by supporting ocean conservation, and promoting and sharing success stories and good practices;
- (iii) contribute towards a new governance of the ocean**, guided by ethical values and based on scientific knowledge, by supporting capacity building, particularly in the creation of regulations/laws and innovative public policies, their implementation and in the sharing of good practices;
- (iv) encourage the development of an environmentally friendly economy (blue economy)**, promoting innovation and sustainable technologies, for a sound use of marine resources through capacity building actions.

In brief, these four elements of the mission statement constitute four objectives, which can be taken forward in three areas of action:

1st Objective (Deepen understanding and knowledge of the ocean) corresponds to an **Area of Action** focusing on education and literacy regarding oceans.

2nd Objective (Change the behaviour of political, economic and academic decision-makers and the general public with regard to the ocean) corresponds to an **Area of Action** focusing on promoting ocean conservation and sharing and communicating environmental values.

3rd Objective (Contribute towards a new governance of the oceans) corresponds to an **Area of Action** focused on capacity building directed to promote sound regulation and adequate public policies.

4th Objective (Support the development of a new, sustainable blue economy that replaces unsustainable activities and practices) corresponds to an **Area of Action** also focused on capacity building, but aimed in particular at economic agents who can contribute to this new blue economy, whether they originate from traditional maritime activities such as small-scale fishing or from emerging economic sectors, such as marine bio-resources industries.





An integrated vision and management of the Foundation's work as a distinctive mark (joining up the dots)

Since the four objectives contained in the mission of the Oceano Azul Foundation are directly derived from its unique and integrated vision, they should not be pursued in a segmented and sectoral manner. Rather, their interconnectedness should be enhanced through an integrated vision and management that allows synergies to be created between them.

This approach, which focuses on joining up the dots, or linking key ideas together, should be a constant in pursuing the Foundation's mission. Only such an approach can enable the Foundation to maximise its impact. In effect, efforts that combine or link the domain of knowledge with that of conservation or capacity-building and development of the ocean will have a greater impact than work that focuses solely on one particular action in any of these domains, or focuses on all domains but does not establish any interconnection between them.

Large international foundations in the United States and Europe that are dedicated to oceans tend to specialise in only one area – generally in ocean conservation. They tend not to develop a wider vision that would allow them to fully explore a more holistic approach or move towards “linking key ideas together”, an approach that

should constitute a distinctive factor in the Oceano Azul Foundation's existence.

In this sense, all of the Foundation's work in education, knowledge, scientific research, conservation, sharing, communication and capacity-building in the governance and sustainable economic development of the ocean belongs to the same vision and contributes to the goal of developing a blue economy based on a healthy and productive ocean.





Building blocks of the Foundation's strategy

In keeping with the conclusions of the Estoril Meeting, with a view to aligning a suitable strategy for the Foundation, we should organise it into 4 building blocks, as follows: (i) fields, domains or areas of action; (ii) geographical scope of action; (iii) role of the foundation; (iv) time lines for deliverables.

(i) Fields, Domains, or Areas of action

The Foundation's activity will be focused on three clear areas of action as described above and which derive from the Foundation's mission statement previously defined. These are: 1) education and understanding of the ocean; 2) ocean conservation and sharing/spreading of information/communication about the ocean; 3) capacity building in the areas of (a) public policies, governance/regulation, (b) marine science and (c) the new sustainable blue economy.

(ii) Geographical Scope of Action

At the Estoril Meeting, the opinion was that the geographical territory in which the Foundation will operate should cover, as a priority, Portugal and Europe. Next in priority should be actions at the international level, mostly centred in the Atlantic basin. A Transatlantic stream should be developed, especially with the United States (where there is potential for cooperation with U.S. foundations dedicated to ocean conservation), and with Brazil. Countries from the CPLP, including

small island developing states, should also be regarded within the geographical scope of the Foundation. Lastly, actions at the broader, global level could be developed, particularly through multilateral organisations, whether intergovernmental, such as the United Nations system, or international non-governmental organisations.

The work of the Foundation in the different geographies, above referred, will vary in function of the field, domain or area of action in case. Thus, capacity building activities for better regulation and for sustainable blue economy should be centred in Portugal, while capacity building activities for ocean governance could be extended to Europe including using Portugal's influence in the EU to shape maritime legislation. Ocean governance can also be dealt with within a transatlantic dialogue or at the global level. Ocean education and conservation can be developed with CPLP countries, and so on.

(iii) The Role of the Foundation

The Foundation should be a catalyst for changing behaviour, enabling sectoral approaches to the ocean (enclosed in "silos") to be replaced by holistic, integrated approaches.

As a rule, the Foundation will develop its activities by acting as a catalyst for projects, or as a facilitator only, providing support as much as possible in cooperation with other partners. This is the "make, do" rule; which is of a foundation that stimulates others into action.

The Foundation's partners could be any public or private entity that would be relevant in developing its mission. In the area of private entities, the Foundation should establish cooperation not only with other foundations, but also with non-governmental organisations devoted to the conservation and sustainable development of the ocean, and with the economic sector (corporations) if relevant to achieve the intended results of the Foundation's actions.

The Foundation should orient the development of its activities more towards seeking and building solutions than identifying problems (problem-solving approach).

Within its key areas of action, the Foundation should prioritise the development of activities that have a potential to expand so as to

achieve scale, for example because they can be easily replicated in other countries, this way maximizing the impact of its actions.

(iv) Time-line for action

Like all other foundations, the pursuit of the Oceano Azul Foundation's mission, the aim of which is to help it achieve its vision, is not subject to any time limits and should be oriented toward the future, free of any time frames. Goals involving ocean conservation, marine protection, society education and behaviour change take a long time to be fully achieved. They are goals for a generation.

However, the earlier impacts of the Foundation's actions should be felt and identified after the first five years of its existence. This exercise of carrying out an identification of positive impacts will have to take place then. After ten years, the Foundation should be in a position to present the results concretely achieved in pursuit of its mission, and, finally, after a period of thirty years, its actions should be deemed as having contributed significantly to bringing its vision to life.

Consequently and as a way to measure its impacts, the Foundation should develop at its outset concrete targets and bench marks.



Examples of programmes and projects

It is beyond the scope of this document (which is strictly strategic in accordance with the Oceano Azul Foundation's long-term vision and defined mission) to establish a detailed plan with concrete programmes and projects. This should be created and adopted by the Foundation's future governing bodies that will be in operation after its creation.

However, in light of the views expressed by the ocean experts consulted and the great challenges Portugal faces in tackling ocean affairs, the following programme ideas are suggested as mere examples:

- Support Portugal in the development of legislation/regulations/ planning for the ocean and its correct, rigorous implementation, which is absolutely critical to the success of a new, integrated governance regarding the ocean.
- Promote strategic coordination in the area of marine research, aimed at bringing together the main lines of scientific inquiry with the dominant national interests in the maritime agenda. This includes the need to build capacity to prospect and exploit the continental shelf in the future, and the need to create economic value through scientific and technological research by creating commercially valuable products and services based on marine biodiversity, among others.
- Support Portugal in ocean conservation for the benefit of current and future generations, by developing greater strategic coordination between the agenda of marine environmental protection and the ocean's great natural values. This includes (among other possibilities)

actions that: lead to the creation of marine protected areas; combat the spread of litter in coastal areas; prevent oil pollution created by ships who often empty their tanks as they pass along the Portuguese coast; and ensure more sustainable fishing.

- Support Portugal in creating the conditions needed for developing a new sustainable blue economy, one that allows the country to overcome the considerable delay it has suffered in the sphere of the maritime economy, with the aims of enabling this economy to develop without deterioration of the marine environment and of creating employment.
- Support Portugal in the fisheries sector by improving catch practices and conservation, increasing the value of fishing, and ensuring more equitable distribution, as well as improving the management of fishery resources and the functioning of the fisheries value chain, which include resorting to actions with relevant industries (including retail) and consumers.
- Support the creation and sharing of knowledge in Portugal about sensitive ecological habitats, such as seamounts or hydrothermal vents.
- Support the development of a solid base of data/inventories/maps on marine habitats and ecosystems by building on the existing work in the field, including the national Programa M@rbis (Marine Biodiversity Information System) and promote the recognition of the value of this natural capital at the decision making level.
- Support the transformation of maritime activities into more sustainable activities, including promoting projects that lead to the use of recyclable and/or biodegradable fishing nets.
- Support the maximisation of sustainable uses of the ocean that do not place the sea's productivity at risk.

- Act as a facilitator to bring marine stakeholders closer together, supporting international leadership on oceanic issues, with a view to seeking new international commitments on the marine agenda.
- Participate in international meetings, namely major global summits, and organise regular high-level meetings in Portugal to facilitate consensus and coordination on the major global challenges facing the ocean (a type of Davos summit for oceans).
- Work on issues in which success can be measured and support the development of metrics in areas such as CO₂ absorption by the sea and pollution in coastal areas originating from plastics or fishing.
- Start to develop national communication campaigns to spread information about the ocean that would be essential for changing behaviour and reinforcing marine conservation.
- In keeping with the principle of integrated action and linking key ideas together ("joining up the dots" approach), support the interconnection between scientific projects and initiatives to protect the marine environment, and/or support the interconnection between science and industry through actions that provide short-term results and solutions.
- Support the development of socio-economic indicators on maritime activities based on the Total Economic Value approach, and provide them for free, similar to what the PORDATA (statistical data series about contemporary Portugal) website provides for other areas.



Conclusions

As explained in detail in this document, there are numerous reasons justifying the creation of an organisation, such as the Oceano Azul Foundation, that is entirely devoted to oceans. These include: the need to address the serious environmental imbalance that is increasingly affecting the ocean's sustainability; the need to change people's behaviour and create a new approach to marine issues; and the massive amount of work that remains to be done in order to mobilise civil society in Portugal so as to reinforce this country's links with the sea.

This mobilisation, and the leadership it requires, is particularly opportune at a time when the country is once again viewing the ocean as a critical strategic asset for its development.

The building of the new Foundation's strategy, as shown here, begins from a context that builds on two ideas, which are the result of extensive work carried out over several months with the support of ocean experts and which culminated in the Estoril Meeting, as previously mentioned.

These ideas are, first, that continuing to passively contemplate the deterioration of the marine environment is not an option and, secondly, that the challenge of preserving the sustainability of the ocean will continue to increase as economic exploitation of the sea will grow considerably in the coming decades. Such growth of the ocean economic exploitation is already beginning to occur and will increase in volume and intensity in the future, due to humanity's need to exploit more natural resources than what it currently has access to.

Consequently, prohibiting or considerably limiting the sea's economic exploitation in the exclusive interest of conservation is not a reasonable option. This is why the great paradigm of the 21st century, within the ocean domain, will be enabling economic exploitation of the sea without the environmental deterioration that this exploitation currently implies, generating thus a harmonisation of both values, i.e. economic values with environmental values through a new, more equitable and ethical governance of the planet's natural resources.

Hence, a vision, in which the future development of maritime activities does not add to the deterioration of the marine environment, but rather, is accompanied by measures to protect the ocean – due to a new perception that enables us to understand the innate fragility of the sea and to a change in human behaviour – sets out the mission of a foundation geared towards these aspects. This leads this new organisation to carry out work in the areas of ocean education and literacy; communication and sharing of knowledge; conservation of the ocean; and capacity-building to develop scientific research, a new governance and a blue economy that is truly sustainable from an environmental perspective.

Departing from this vision and mission the future Foundation will be able to develop a work plan for the first years of its activity that includes a series of programmes, including some of the actions suggested in the previous section of this document.

In brief, the vision of the Foundation corresponds to a paradigm – one that separates economic growth from environmental deterioration – that should be achieved through (1) deepening peoples' and societies' understanding of the challenges of ocean sustainability; (2) which will lead to a change in current behaviour, particularly of decision-makers; and (3) will enable a new governance of the ocean to be created, based on scientific knowledge, ethics and sustainability. (4) As a corollary, these changes will result in the emergence of a new environmentally friendly blue economy.

Since the means, which are crucial to achieving the paradigm do not as yet fully exist, they should become the Foundation's objectives: (1) to promote ocean education and literacy; (2) to promote conservation of the ocean and the sharing/communication of environmental

values that must be protected; (3) to support a new integrated governance for the ocean; (4) to encourage a new blue economy that allows economic growth to take place without degrading the marine environment.

Corresponding to these four objectives and aligned with the building blocks of the Foundation's strategy, which were discussed at the Estoril Meeting, there are three main areas of action, which are: (1) education; (2) ocean conservation; (3) capacity-building in the areas of governance, scientific research and a sustainable blue economy.

The desire of the Oceano Azul Foundation's promoters to irrevocably dedicate a considerable fund to its mission linked to the growing international importance of the ocean and a strategy that is clear on the goals it will pursue and what it must do to achieve them – to which the Estoril Meeting strongly contributed – are the key features of this project and are a legacy for the future. Such a valuable legacy enables one to expect that the Foundation will make a significant contribution to protecting the ocean, promoting sustainable blue growth and affirming Portugal in its link to one of its primary assets – the sea.

For a country that is truly in need of a transformation to become more sustainable and to achieve the type of development that provides a better quality of life for its citizens, this link will be a critical factor in finding a successful path for Portugal in the 21st century.

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