

## THE BRICKS AND MORTAR OF EFFECTIVE COLLABORATION IN COASTAL AND MARINE ECOSYSTEM-BASED MANAGEMENT

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This presentation will describe the results of a five-year study examining innovation in coastal and marine conservation around the world. A qualitative case study method was employed to assess the factors that both enabled and challenged collaboration in coastal and marine ecosystem-based management (EBM) processes. Our research identified two-dozen well-established EBM processes in which a spectrum of governments, agencies, NGOs, communities and stakeholders were formally organized to collaboratively address issues of joint concern and pursue goals shared in common.

While there were multiple factors that distinguished the processes we examined depending upon their scale, scope, genesis, context and authorities, there were nonetheless multiple tangible and intangible dimensions that they exhibited in common regardless of broader distinguishing characteristics.

Whether established by top-down or bottom-up initiative, possessing regulatory authorities or without formal authorities, community-based or multi-national, or located in the developed or developing world, these initiatives all evidenced surprisingly similar governance processes and participant motivations and behaviors.

In particular, tangible elements of each initiative's Governance Infrastructure, include explicit authorities, organizational forms, and roles and responsibilities codified through formal agreements. Formal structures integrated science into the decision-making process. These structural "bricks" provided a remarkably similar template for the processes and are replicable.

While tangible factors provide structure and rules governing participant roles, responsibilities and activities, intangible qualities of both the process and the people involved determined what actually happened within these initiatives. The intangible qualities provided the "mortar" holding the processes together.

Intangible factors were those that motivated engagement and commitment and prompted cooperative behaviors. Essential but intangible qualities of the processes ensured that each was perceived as compelling and worthwhile, thereby sustaining engagement and progress. While intangible factors are not as easily replicated as are the more structural governance elements, strategies were evident that fostered their emergence in the processes that were examined in this study.