

KEY LEADERSHIP ROLES IN MARINE POLICY AND OCEAN GOVERNANCE | *By Ian Dean*



A leadership workshop for 40 senior leaders, officials and policymakers in marine policy and ocean governance was successfully completed in Mombasa, Kenya from 27 to 29 May 2024. The participants were drawn from ten countries in the region and staff from the Nairobi Convention Secretariat who had also arranged the programme and logistics.

The unique challenges posed by the mix and diversity of the participants turned out to be a major benefit for building practical skills. The emphasis was on “learning from doing and doing again” until proficiency levels were improved. Multiple sessions were led by the participants themselves, which created excellent opportunities to practice giving and receiving feedback.

The programme selectively addressed key leadership roles and responsibilities such as problem identification and defining, process clarification, resource allocation, context and reality checking and execution for the achievement of results that met or exceeded expectations.

There was also an opportunity for the more experienced participants to model desirable leader

behaviours while the less experienced could challenge conventional wisdoms and approaches. Influencing “upwards” was practiced in simulations that mirrored actual challenges in the region.

Positive, collaborative attitudes were evident throughout and this contributed strongly to the renewal and forging of new network relationships. The participants all reported that the workshop had exceeded their expectations and illuminated the extent to which they could and should engage at a higher level of leader impact.

The initiative shown by the Nairobi Secretariat Convention staff under the umbrella of the Sapphire Project Capacity Building remit was acknowledged with gratitude by the participants.