



MedPAN Strategy for 2019-2023 & beyond

With the financial support of:



** UNEP/MAVA through the "MedMFA network" project financed by the European Union*

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Acronyms

AFB:	French Biodiversity Agency
ACCOBAMS:	Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area
CAMPAM:	Caribbean Network of MPAs
CBD:	Convention on biological Diversity
CMP:	Conservation Measures Partnership
COP:	Conference of the Parties
BoD	Board of Directors
EU:	European Union
FFEM:	French Fund for Global Environment
GFCM:	General Fisheries Commission for the Mediterranean
ICZM:	Integrated Coastal Zone Management
IUCN:	International Union for Conservation of Nature
MAP:	Mediterranean Action Plan
MAPAMED:	Database of Mediterranean sites of importance for marine conservation
MPA:	Marine Protected Area
MedPAN:	Network of MPA managers in the Mediterranean
MSFD:	Marine Strategy Framework Directive
MSP:	Maritime Spatial Planning
NAMPAN:	North American Network of MPAs
NGO:	Non-Governmental Organization
OECMs:	Other Effective Conservation Measures
PIM:	Mediterranean Small Islands Initiative
RAMPAO:	West African Network of MPAs
SPA/BD:	Specially Protected Areas/Biological Diversity
SPA/RAC:	Specially Protected Areas Regional Activity Centre
UNFCCC:	United Nations Framework Convention on Climate Change
UN SDG:	United Nations Sustainable Development Goals
WWF:	World Wide Fund for Nature

Thanks

Thanks to everybody who contributed to the drafting and the revision of this strategy: MedPAN secretariat, MedPAN members and partners, MedPAN financial partners, the participants of the Villanova workshop in Spain in October 2017, MedPAN directors, the members of MedPAN Scientific Committee and Advisory Committee, Arturo Lopez y Ornat and Nicolas Boenisch from the Foundation of success.

Citation

MedPAN strategy for 2019-2023 & beyond. MedPAN. 2018. MedPAN Collection. **XX PP**

I. Context

1) The Mediterranean Sea, a hotspot for marine biodiversity facing pressures

The Mediterranean is a semi-enclosed sea whose waters bathe the coasts of 21 countries of a region that has, for centuries, been the cradle of great civilisations. Its geological and human history has given the Mediterranean region its richness in terms of biodiversity, but also in terms of social, cultural and political diversity.

Known as one of the planet's key areas for marine biodiversity, the Mediterranean Sea hosts habitats, species and assemblages of particular ecological importance. Its richness and quality contribute to the populations' well-being and to the development of coastal areas.

But Mediterranean marine ecosystems are under significant pressure. The risks are linked to the intrinsic value of ecosystems, but also to the loss of biodiversity and natural habitats, which play a major role in human health, lifestyle, food production and availability of natural resources for the economic development and the well-being of coastal populations.

The Mediterranean Sea is subjected to **anthropogenic disturbances** especially along the coasts and new potential or actual pressures are emerging in the open sea. It also faces a transformation of its environmental characteristics due to global changes.

The impacts of **coastal development** (agricultural, industrial...) and urbanisation are among its main threats and these have intensified over the last few years. Four hundred fifty million people inhabit the Mediterranean basin, 40% of whom live on the coast. This significant coastal demographic growth contributes to degraded landscapes, soil erosion, increased waste discharges into the sea, loss and fragmentation of natural habitats as well as a deterioration of the state of vulnerable or endangered species. The development of activities in coastal areas (fishing industry, aquaculture, tourism, urbanisation...) has created economic opportunities, but has also affected the local people's standard of living.

The Mediterranean region is **one of the world's most important tourism destinations**, attracting about 30% of international tourism. While generating benefits to the countries' economy, this popularity generates significant negative impacts on the marine environment through uncontrolled coastal zone development and its impact on the degradation of seagrass meadows, through the increased use of water resources and the production of solid wastes and sewage.

Maritime transport is another important economic activity for the region: it represents about 30% of the international shipping trade and 25% of maritime oil transport. The associated risks of accidental or deliberate pollution, transport of exotic species are still poorly controlled.

Fishing is also an important activity in the Mediterranean in terms of employment, income and food security. Recreational fishing is an important sector for certain territories. Its continual development is poorly controlled. The uncontrolled rise in fishing efforts registered over the last decades in a number of Mediterranean countries has led to the decline of many fish stocks. According to recent evaluations made within the framework of the General Fisheries Commission for the Mediterranean (GFCM), 90% of the assessed fish stocks were overexploited.

The Mediterranean Sea is also considered as one of the seas where the **consequences of climate change** will be the most visible in the years to come. Many areas are already impacted, coastal erosion being one of the most obvious. Many scientists and sea users have observed the arrival and spatial-temporal evolution of new marine species, some of which being invasive.

It is essential to take into consideration the vulnerability of coastal and marine ecosystems and to balance the socio-economic and cultural aspects of traditional stakeholders in such a pressured context,

to ensure the resilience of these ecosystems and to promote sustainable exploitation practices of renewable resources.

2) Marine Protected Areas (MPAs) in the Mediterranean

Marine Protected Areas (MPAs) are zones of sea and coast placed under protection because of their ecological importance.

MPAs are increasingly recognised worldwide as one of the most effective tools for the conservation and protection of the marine environment when they are effectively managed and have the means adapted to local management issues.

In addition to their role in biodiversity conservation, MPAs have proven their efficiency in the recovery of declining species, habitats and biological communities and are also recognised for their role in strengthening the resilience of ecosystems. They can contribute, in a shared management approach (co-management), to the sustainable development of socio-economic activities such as small-scale fishing and ecotourism. They represent one of the available management tools that the fishing sector is beginning to use in the form of fishing reserves or MPAs. They contribute to the well-being of populations and the attractiveness of territories and thereby stimulate the sustainable development of local economies.

The benefits and services provided by biodiversity conservation, the challenges associated with the management of MPAs and marine natural resources (fisheries in particular) make it today possible to bring the supporters of conservation, those of the fisheries sector and the actors of biodiversity governance in an integrated process with other sectoral policies.

The United Nations Convention of Biological Diversity (CBD) has put out a target, signed by nearly all the world's countries, specifying that by 2020, 10% of the oceans need to be covered by a network of effectively managed MPAs¹. In the Mediterranean, there has been progress in terms of MPA coverage, going from 4.56% in 2012 to 6.81% in 2016². Ten percent could be reachable by 2020. This coverage is however heavily weighted in the North of the basin, with 48% belonging to the Pelagos Sanctuary and 33% to Natura 2000 marine sites in European Union (EU) waters. Just 1.27% of the Mediterranean Sea is covered by classical nationally designated MPAs and **only 0.04% by no-go, no-take or no-fishing zones considered as essential for MPA efficiency**. The second part of the CBD target specifies effectively managed MPAs, and the region is far from reaching that goal, meaning that biodiversity remains not effectively protected against human impacts and pressures affecting the region.

Indeed, **unmanaged MPAs prevail**. Regular monitoring activities are almost limited to a few MPAs in some EU countries. Human, material and financial resources are inadequate, resulting in weak enforcement. Moreover, the value of MPAs is seldom recognised by other marine and coastal actors, sectors, and policies. As a result, MPAs face growing threats coming from outside their borders and a clear lack of funding allocation: only 12% of the needs for effective MPA management are covered by regular financial resources³.

All together, political strategic objectives set for 2020 are far from being achieved, considering particularly the insufficient coverage, the weak management capacities in most MPAs, the poor integration of MPAs into the wider development context, and the low MPA funding availability. MPAs are generally still **perceived as a cost**, rather than as an investment for sustainability.

1) The Aichi target 11 of the Convention on Biological Diversity: "By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes".

2) MedPAN and SPA/RAC, 2019. The 2016 status of Marine Protected Areas in the Mediterranean. By Meola B. and Webster C. Ed SPA/RAC & MedPAN. Tunis 222 pages.

3) Binet, T., Diazabakana, A., Hernandez, S. 2015. Sustainable financing of Marine Protected Areas in the Mediterranean: a financial analysis. Vertigo Lab, MedPAN, SPA/RAC, WWF Mediterranean. 114 pp.

3) Institutional framework for MPAs

The role of oceans and marine biodiversity is increasingly being acknowledged in international treaties conventions and agreements. Efforts are underway to provide a framework in which the threats our oceans face can be tackled. Here is an overview of this framework:

- **CBD Aichi target 11:** countries have pledged to improve the state of biodiversity by protecting ecosystems, species and genetic diversity by protecting 10% of world oceans in effective MPA networks by 2020
- **UN Sustainable Development Goal** on the Oceans (Sustainable Development Goal 14): “Transforming our World: the 2030 Agenda for Sustainable Development” was adopted in September 2015 at the United Nations Conference on Sustainable Development.
- In 2012, countries committed in the **Rio+20 declaration** to protect biodiversity in Areas Beyond National Jurisdictions and to implement an appropriate international instrument in the framework of the **United Nations Convention on the Law of the Sea (UNCLOS)**. Negotiations are currently ongoing at the UN to draft a treaty.
- The Paris agreement, signed during COP21 of the **United Nations Framework Convention on Climate Change**, includes, for the first time, consideration of the oceans in the preamble.
- **Since 1975, the Barcelona Convention gathers Mediterranean countries. Seven protocols were ratified to reduce pollution and improve the marine environment. The SPA/BD protocol focuses on the conservation of biodiversity, especially through the development of MPAs. Implementation of this protocol is overseen by the Specially Protected Areas Regional Activity Centre (SPA/RAC) based in Tunisia.**
- **A roadmap for the development of MPAs in the Mediterranean was adopted by the parties of the Barcelona Convention in 2016.**
- At European level, the Marine Strategy Framework Directive (MSFD) aims to achieve by 2020 a **Good Ecological Status** for the marine environment in EU waters by following an integrated process involving initial assessments, descriptors, indicators, measures and monitoring programmes on a national level. It includes steps for establishing a network of MPAs.
- **The EU Biodiversity Strategy for 2020** relies on the **two European Directives: “Birds” (EC 79/409) and “Habitats” (92/43)**. It shows the importance of protecting biodiversity, developing networks of MPAs and managing the network of Natura 2000 sites that includes marine sites.

4) The importance of networks of MPA managers

Networks of MPA managers, at national, sub-regional, regional or supra-regional levels are successful in sharing knowledge and best management practices through effective communication and capacity building. They allow for exchanges between managers with common issues in different local contexts, and generate creativity, problem solving and resource sharing.

MedPAN believes that ecological connectivity will be enhanced by strong human connectivity.

MPA managers’ networks are recognised as a cornerstone of MPA performance. They build “MPA communities” at all levels, by connecting marine planners and managers, decision-makers, scientists and other stakeholders, working towards the same overall goal of healthy, sustainable ocean and coasts. Through a bottom-up approach, those networks are teaming up to keep the global, regional and national MPA agendas moving forward. Those networks also act as intermediary structures to reinforce the link between actions on the ground at local level with decision-making processes at national, regional and international levels.

There is an urgent need to accelerate the implementation of commitments on protected areas (insufficient coverage, weak management effectiveness and capacities of managers, poor integration of protected areas into the wider development context, and low protected areas funding availability). To do so, support for human networks of protected areas managers and actors must be improved at national, regional and international levels.

5) The MedPAN network at a crossroads

a) The rise of the network

The network of MPA managers in the Mediterranean, MedPAN, promotes MPA management effectiveness and healthy marine ecosystems in the Mediterranean through information, experience and expertise sharing and MPA financial support and as a think tank for MPA managers to influence policies and engage with other key stakeholders.

Created in 1990 and led for several years by Port-Cros National Park (France), the MedPAN network had periods of activity and dormancy through the 1990s and early 2000s. Network activities were re-launched in 2004 through an EU project led by WWF France. In 2008, upon request from MPA managers, the formalised MedPAN organisation was created under French law, with nine founding members to ensure the sustainability and institutionalisation of the network of Mediterranean MPAs.

The MedPAN organisation is a permanent and independent non-governmental French structure with dedicated funds. Its governance is international with a Board of Directors made of 13 organisations from 6 different European countries and 2 non-European Mediterranean countries, an international Scientific Committee and Advisory Committee and an 8-people secretariat based in Marseille France. Financial support comes mainly from the MAVA foundation, the French Fund for Global Environment, the EU, the Albert II of Monaco foundation and other French administrations.

In 2018, the MedPAN network gathers 65 member organisations and 41 official partners⁴ from 8 European countries (France, Spain, Italy, Croatia, Slovenia, Greece, Cyprus, Malta) and 10 Mediterranean non-European countries (Albania, Turkey, Morocco, Algeria, Tunisia, Lebanon, Israel, Egypt, Montenegro, Monaco). These countries represent 96% of the total Mediterranean coastline perimeter. Together they are responsible for the management of over 110 marine protected areas (national parks, marine parks and reserves, Natura 2000 marine sites, regional parks, and many more designations) across the Mediterranean, representing more than 63% of the total of Mediterranean MPAs that are effectively managed.

b) Achievements

The network developed and implemented a [2013-2017 strategy](#) for action, delivering a set of clear results widely recognised and valued by members: comprehensive regional MPA assessments, timely and updated technical tools (video tutorial, guidelines, resource centre and virtual library...), small grants mechanism, experience-sharing events... At the regional level, MedPAN supports the implementation of international agreements and marine policies, fostering partnerships with all relevant marine conservation actors and key regional organisations such as SPA/RAC, WWF, IUCN, GFCM, ACCOBAMS and Conservatoire du littoral/Small Islands Initiative. The network's culture is to strengthen the capabilities of its members and partners, avoid duplication and remain at the service of the entire Mediterranean MPA community. The strength of MedPAN lies in its ability to make the link between experience on the ground and decision-making processes.

4) The full list of members and partners is available at : <http://medpan.org/about/medpan/organisation/>

Together with its regional partners, MedPAN has accomplished important goals, among which the recognition of the Mediterranean MPA Forum as a major event every 4 years, and the adoption of the [Mediterranean MPA Roadmap](#)⁵ by the Barcelona Convention.

Finally, MedPAN also provided a voice to the Mediterranean MPA managers and promoted the added-value of human networks in several key international marine events and processes, by joining forces with other regional networks of MPA managers (RAMPAO, CaMPAM, NAMPAN...).

c) Challenges

The MedPAN membership has grown significantly. At the end of 2018, the network counts 68 management organisations as members and 48 partners across 19 Mediterranean countries, representing over 110 MPAs. Over the years, the organisation has integrated this increased complexity and has aimed to follow and share advances in terms of knowledge and management experience as well as to produce adequate networking tools in line with its science-based, learning, and bottom-up approach.

Successes are undeniable. However, MedPAN today faces a number of challenges.

MPAs are in a rather difficult situation in the Mediterranean. They have numerous needs that are not always covered by regional or national organisations in terms of knowledge, capacity building, or communications. MedPAN has often stepped in to answer these needs, substantially adding to its core missions.

MedPAN has also been taken up in recent years by the acceleration of the environmental agenda. There is a mounting level of information on MPAs and a growing number of topics to follow, an increasing number of MPAs, more regional and national initiatives, more actors and as a result more needs and demands to adequately serve its members. During the 2013-2017 period, new policies and agreements came into force, revealing a growing interest on MPAs and marine issues at the international⁶, regional⁷, EU⁸ and national levels. International donors also today woo MPAs with new financing mechanisms such as the Blue Action Fund, the Green Climate Fund, the Blue Carbon Initiative. However, in 2018, the implementation of all these governmental commitments and initiatives remains weak and incomplete in the Mediterranean, revealing a wide gap between the high level agreements and what is actually happening at local level.

It is also important to note that the MAVA Foundation, one of MedPAN's main donors, will close its operations in 2022, which will significantly impact MedPAN's financial situation from 2023 onwards.

For the next period, MedPAN's strategy will then streamline the scope of actions of the network and thrive to ensure its financial sustainability.

5) Monbrison D., Rais C., Lopez A., Romani M., 2016, Updated Mediterranean MPA Roadmap. MedPAN, SPA/RAC, Turkish General Directorate of Natural Assets Protection, UNDP Turkey/GEF project, Haut Commissariat aux Eaux et Forêts et à la Lutte contre la Désertification 56 p. The roadmap was approved in the 2012 Mediterranean MPA Forum (Antalya, Turkey). The roadmap was then updated at the occasion of the 2016 mid-term evaluation of the roadmap implementation since 2012 and the 2016 Mediterranean MPA Forum (Tangier, Morocco).

6) United Nations Sustainable Development Goal (UN SDG) 14 (Life Below Water): "Conserve and sustainably use the oceans, seas and marine resources for sustainable development". United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP21), Paris, 2015: the Paris Agreement includes consideration of the "Oceans" in the preamble.

7) Barcelona Convention MPA Roadmap, ICZM Protocol

8) Maritime Spatial Planning, Maritime Strategy Framework, marine N2000 Directives; Adriatic/Ionian and Western Mediterranean macro-regional strategies

II. Methodology, development and monitoring process of the MedPAN strategy

This new MedPAN strategy (complemented by a [financial strategy](#)), for the period 2019-2023 & beyond, builds on the previous planning documents of MedPAN: the 2013-2017 general strategy and the specific communication (2012), capacity building (2012) and scientific (2013) strategies.

MedPAN's global and financial strategies for 2019-2023 (and beyond) were elaborated following a comprehensive participatory approach⁹.

A monitoring and evaluation mechanism based on concrete objectives and indicators will be developed and implemented to regularly assess the strategy implementation and adapt as necessary. Every year, the MedPAN General Assembly will monitor and assess the progress of the strategy implementation by following the different indicators for each strategic axis. As changes may occur in the regional MPA context, such as the revision of the 2020 Mediterranean MPA Roadmap according to the degree of achievement of Aichi target 11, the implementation of the EU Natura 2000 and the Maritime Spatial Planning Directives by 2020, MedPAN priorities may be re-adapted in 2021 and the strategy may be reviewed periodically.

MedPAN has used the Conservation Measures Partnership (CMP) Open Standards for the Practice of Conservation¹⁰ to develop its Theory of Change. The MedPAN's Theory of Change is visualised using a Results Chain diagramme in the Miradi Adaptive Management Software¹¹. The use of a Results Chain helps to clarify the assumptions behind the actions and to develop relevant objectives and indicators to monitor and evaluate whether actions are having the intended impact. By using a Results Chain, MedPAN can learn, adapt, improve and, consequently, better address the threats to coastal and marine ecosystems in the Mediterranean¹².

As shown in the Figure 1 below, the basic components of a Results Chain are: an area of work, expected results (intermediate and ultimate threat reduction), conservation targets, ecosystem services and human wellbeing targets. Based on these components, concrete objectives and indicators can be defined. Building from there, it can help to express some of the more relevant activities to be implement as part of an area of work.



Figure 1: Main components of a results chain used to visualise a Theory of Change

9) Steps:

- Thematic working groups during the 2016 MedPAN General Assembly in Tangier
- Participation at IMPAC4 Congress in September 2017 to bring key elements to the strategy
- Working group brainstorming in Vilanova (October 2017) to bring new ideas to the strategy with the participation of the MedPAN Board of Directors and key members and partners as well as some experts
- Support from consultants: Vertigo Lab (for the financial strategy), Arturo Lopez and Foundations of Success (for the global strategy)
- Continuation of the brainstorming with the participation of all members and partners of MedPAN during the 2017 MedPAN General Assembly
- Evaluation of MedPAN's past activities by its members and partners
- Inputs from the MedPAN Advisory Committee, the MedPAN Scientific Committee and some key international experts
- Strategy review by the MedPAN Board of Directors and by all members and partners
- Validation of the strategies by the 2018 MedPAN General Assembly

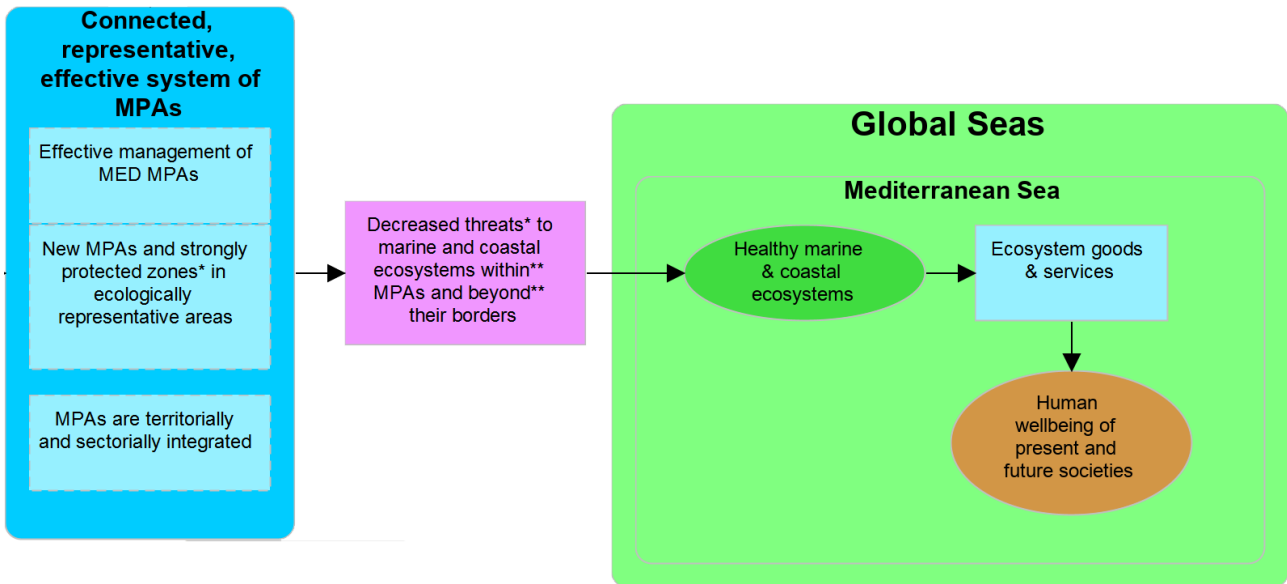
10) CMP Open Standards for the Practice of Conservation: <http://cmp-openstandards.org/>

11) Miradi Adaptive Management Software: <https://www.miradi.org/>

12) Foundations of Success. 2009. Using results chains to improve strategy effectiveness: an FOS how-to guide. Foundations of Success, Bethesda, Maryland, USA. [online] URL: <http://www.fosonline.org/resource/using-results-chains>

III. The MedPAN Theory of Change

1) MedPAN’s vision and mission



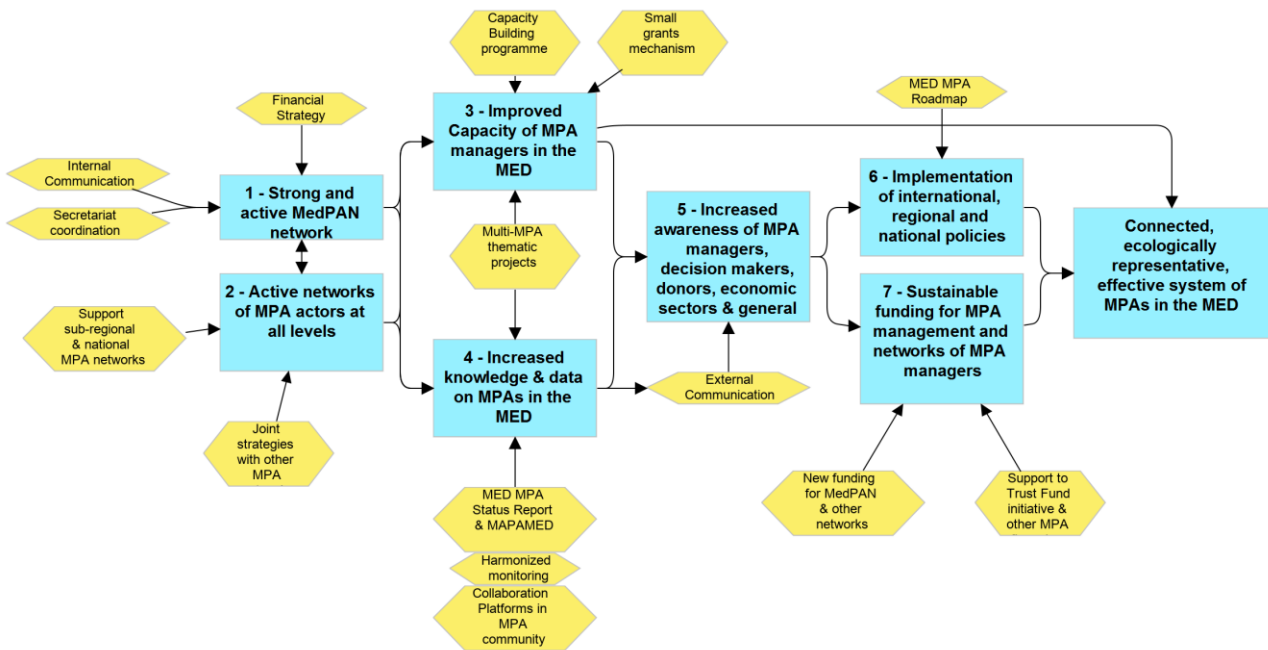
MedPAN’s VISION

A healthy marine and coastal ecosystem, under decreasing threats and with an appropriate protection, both in the Mediterranean and in the Global Seas that provides sustainable goods and services for the well-being of the present and future societies.

MedPAN’s MISSION

Actively contribute to achieve a representative, connected, integrated and effectively managed system of Mediterranean MPAs, through a strong and active networking of MPA managers and other actors at all levels that increases knowledge and capacities of MPAs while improving awareness, MPA policy implementation and funding.

2) MedPAN's results chain



This Results' chain presents, through main results (in blue) and main activities (in yellow), how MedPAN will **achieve its mission**:

MedPAN will maintain a **strong and active network** among MPA managers and partner organisations in the Mediterranean, while **supporting and linking** with sub-regional and national networks of MPA managers and other actors in the Mediterranean, as well as joining forces with other regional networks of MPA managers in the world.

Based on that, **knowledge and data** on MPAs in the Mediterranean will be improved as well as **the capacity** of MPA managers. Through strong MPA knowledge and capacities as well as adequate **information** of MPA managers, **awareness** of decision-makers, donors, relevant economic sectors, stakeholders and the general public will be ensured leading to better **policy implementation** at national, regional and international levels and improved **funding** for MPA management and networks.

The full result's chain is available in annex 1.

IV. Strategic Plan for 2019-2023 and beyond

The present strategy strikes a balance between continuity with evolution.

MedPAN will continue to provide direct technical support to MPAs at local level (targeted expertise, capacity-building through sharing experience and trainings, improved knowledge and know-how, small projects) as well as through joint actions, with members and partners, at Mediterranean level (common database on MPAs and Roadmap, harmonised monitoring and coordinated actions especially on small-scale fisheries sustainable management and mobile species conservation, thematic multi-MPA projects). MedPAN will reinforce its strategic action at national, European, Mediterranean and International level: awareness and communication, policy implementation and funding. The strength of MedPAN lies in its ability to make the link between experience on the ground and decision-making processes.

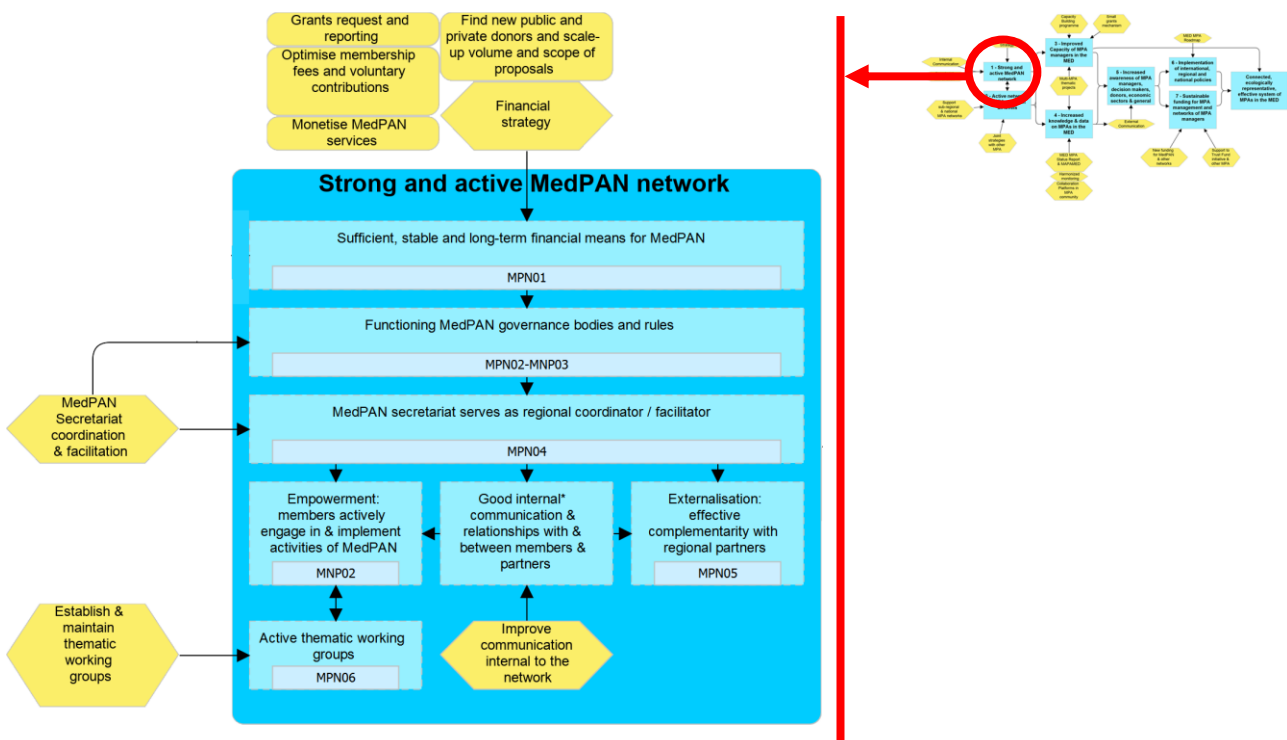
With the current internal organisation, MedPAN will continue to build on the best practice and networking experience it acquired, while giving more focus and visibility to the outcomes of its activities and being on the lookout for capitalisation opportunities and context evolution in the Mediterranean and worldwide.

MedPAN will strive to find new ways of acting as a network: leverage the experience of members to conduct activities for the benefit of all, mobilise and find synergies with partners in the Mediterranean, establish thematic working groups, but also to create new connections to strengthen its impact through national and sub-regional networks as well as to join forces with other regional networks of MPA managers worldwide.

MedPAN will focus on key priority MPA-related topics such as small-scale fisheries, sustainable tourism, mobile species, climate change, financing and management effectiveness.

One of the main challenge of this new strategy is to enlarge and secure funding for the networking activities.

1) Result 1: A strong and active MedPAN network



a) Sufficient, stable and long-term financial means for MedPAN:

The financial resources of the network will be increased and sustained by diversifying and enlarging the funding sources, reducing dependence on projects' support, scaling-up conservation proposals, with content answering MPA needs and by creating synergies with regional partners and other regional MPA networks in the world to target new and larger public and private funds.

The organisation can also benefit from its strong & experience in providing a portfolio of technical services (e.g. specific MPA analyses, capacity-building & networking expertise...) that may be remunerated. More information is available in the separated financial strategy for 2019-2023 and beyond.

b) Functioning MedPAN governance bodies and rules:

The engagement and dynamism of the existing MedPAN governance bodies such as the Board of Directors, the Scientific and Advisory Committees, the General Assembly as well as the rules (Charter, etc.) will be nurtured.

c) MedPAN Secretariat serves as regional coordinator/facilitator:

The MedPAN Secretariat, with adequate human resources, will also improve its role of regional coordination/facilitation, by:

- Decentralizing activities to members (e.g. some members could take the lead of specific MedPAN sharing & capacity-building activities while benefiting from the logistical and coordination support from the Secretariat, other members could launch new networking dynamics in their country or at sub-regional level or on key thematic issues),
- Mobilising regional partners to lead specific topic-related activities or developing collaboration and synergies with regional partners (especially on knowledge & data, communication or capacity-building),
- Establishing and maintaining key thematic working groups, involving key members, partners and other experts, to support capacity, knowledge and awareness on priority MPA-related topics (beginning with marine turtles and small-scale fisheries).

d) Good internal communication & relationships with & between members & partners:

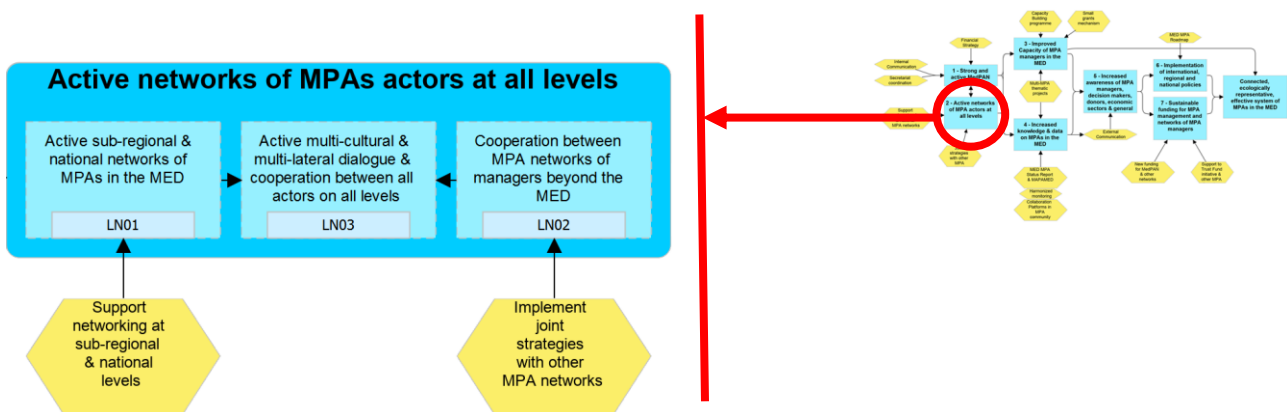
MedPAN will reinforce the communication within the network, providing knowledge to MPA managers, informing them about developments in the fields of MPA management, policy and decision-making, funding opportunities especially at European, Mediterranean and international levels, as well as about the technical and strategic activities of the network. MedPAN will also facilitate communication and direct support between members and partners.

Objectives and indicators

Intermediate result	Objective ID	Objective	Indicators
Sufficient, stable and long-term financial means for MedPAN	MPN01	By 2020, 90% of funds are secured to implement the strategy for the period until 2023, and by 2023, 80% of the funds are secured for the period beyond the strategy until 2026.	<ul style="list-style-type: none"> ✓ % of total required funds secured ✓ # of new donors supporting MedPAN
Functioning MedPAN governance bodies and rules.	MPN02	By 2023, the regular work, meetings and strategic role of governance bodies is maintained. By 2023, at least 10 new members are engaged in MedPAN governance bodies.	<ul style="list-style-type: none"> ✓ # of meetings of the Board of Directors, of the Scientific Committee, of the Advisory Committee, of the General Assembly ✓ # of new members joining MedPAN ✓ # of members in the Board of Director

<p>MedPAN Secretariat serves as regional coordinator/facilitator</p> <p>Good internal communication & relationships with & between members & partners</p>	MPN03	<p>By 2021, the Secretariat team is consolidated to ensure its regional coordination/facilitation role and to respond to the strategy specificities, with 7 permanent current staff maintained and 2 new permanent staff added (on logistics/communication and policy/funding) and some temporary staff is recruited (to reinforce the Secretariat on thematic multi-MPA projects).</p>	<p>✓ # of new permanent and temporary staff</p>
<p>Decentralisation: Members actively engage in & implement activities of MedPAN</p>	MPN04	<p>By 2023, at least 5 members are taking the lead of some MedPAN activities.</p>	<p>✓ # of members leading MedPAN activities</p>
<p>Externalisation: Effective complementarity with regional partners</p>	MPN05	<p>By 2023, at least 2 joint Mediterranean projects on key topics are developed in cooperation with regional key partners to enhance complementarity.</p>	<p>✓ # of new joint projects with regional key partners</p>
		<p>By 2023, 70% of MedPAN activities involve key regional partners and at least 50% of MedPAN activities are jointly lead with key regional partners in complementarity with regional key partners' strategies.</p>	<p>✓ # of MoU with regional key partners</p> <p>✓ # of regional key partners involved in MedPAN activities</p> <p>✓ # of joint activities with key regional partners</p>
<p>Active Thematic Working Groups</p>	MPN06	<p>By 2020, 2 thematic working groups on fisheries and marine turtles are active and by 2023, at least 1 other thematic working group is promoted and supported to increase MedPAN networking capacity, skills and effectiveness.</p>	<p>✓ # of thematic working groups and their meetings</p> <p>✓ # of participants in each thematic working group</p>

2) Result 2: Active networks of MPA actors at all levels



a) Active sub-regional & national networks of MPAs in the Mediterranean:

At national and sub-regional levels, MedPAN members constitute an excellent base for decentralised action and influence to achieve the objectives of the Mediterranean MPA Roadmap at those levels.

MedPAN volunteer members will support MPA managers networking mechanisms in their own countries and/or at sub-regional level. Different “formula” and ways of acting can be found depending on the context of the country or the sub-region and the needs that can be occasional or permanent.

b) Cooperation between MPA networks of managers beyond the Mediterranean:

Beyond the Mediterranean, MedPAN will also continue to share knowledge and experience and to join forces with other regional networks of MPA managers across the Atlantic (RAMPAO in West Africa, CaMPAM in the Caribbean, NAMPAN in North America), as started during the previous period, and worldwide.

This would help improve MPA knowledge and capacities, by benefiting from lessons learnt and innovations in other regions, but also to better influence policies and donors, by raising a “voice” common to all networks at the international level. It would also help to scale up funding and target new and larger public and private funds to support networks of MPA managers in different regions.

If needed, MedPAN could also support the improvement or the creation of new regional networks of MPA managers worldwide.

MedPAN could finally explore links with those networks to facilitate the sharing of experiences between MPA managers from different networks (during experience sharing or training events).

c) Active multi-cultural & multi-lateral dialogue & cooperation between all actors on all levels:

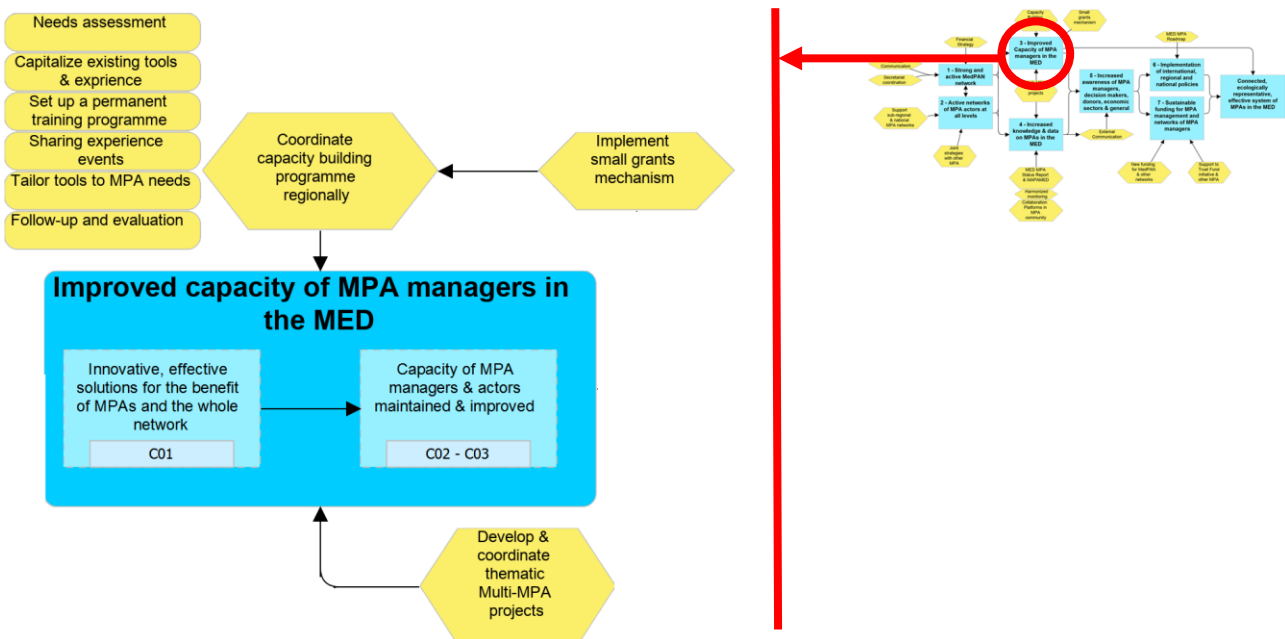
MedPAN will support and promote inter-cultural and multi-lateral dialogue and cooperation among all actors (managers, scientists, civil society, decision-makers, donors, public institutions, stakeholders and in particular small scale fishers, etc.) across the Mediterranean at all levels.

Objectives and indicators

Intermediate results	Objective ID	Objectives	Indicators
Active sub-regional & national networks of MPAs in the Mediterranean	LN01	By 2023, at least 3 national MPA networks and 2 sub-regional MPA networks in the Mediterranean are active and functional and they act as a relay of MedPAN to deliver tools and messages at a local level	✓ # of active and functional national and sub-regional MPA networks
Cooperation between MPA networks of managers beyond the Mediterranean	LN02	By 2023, the Mediterranean experience of cooperation to support MPA management is shared worldwide to support the global MPA community, starting with the Transatlantic area.	✓ # of events, meetings and communication tools where the Mediterranean experience is presented and shared worldwide

Active multi-cultural & multi-lateral dialogue & cooperation between all actors on all levels	LN03	By 2023, MedPAN activities (capacity building, knowledge sharing, awareness raising, policy influencing and fundraising) are scaled up and strengthened through collaboration with national, sub-regional and other regional MPA networks beyond the Mediterranean.	<ul style="list-style-type: none"> ✓ # of activities led in collaboration with national, sub-regional networks in the Mediterranean and in collaboration with other regional MPA networks in ✓ the world
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3) Result 3: Improved capacity of MPA managers in the Mediterranean



a) Innovative, effective solutions for the benefit of MPAs and the whole network:

MedPAN will provide innovative and effective MPA management solutions for the benefit of individual MPAs and benefit of the whole network, through the small grants mechanism and thematic multi-MPA projects.

b) Capacity of MPA managers and actors maintained and improved:

MedPAN will also develop and implement a regionally coordinated capacity-building programme, together with its key partners, by integrating the different capacity-building activities formats (regional workshops, trainings, small exchange visits, etc.), building on existing tools and experiences as well as developing tailored tools and offering adaptive packaged services to various profiles of MPA actors.

Some of those activities could be directly implemented by MedPAN partners or led by MedPAN members, with the support from the MedPAN Secretariat as facilitator/coordinator and with financial support (including through the MedPAN Call for Small Projects).

MedPAN will communicate on a regional “catalogue of capacity-building activities offered for MPAs”, will lead regular needs assessment and will develop an ad’ hoc follow-up and evaluation system together with its regional key partners.

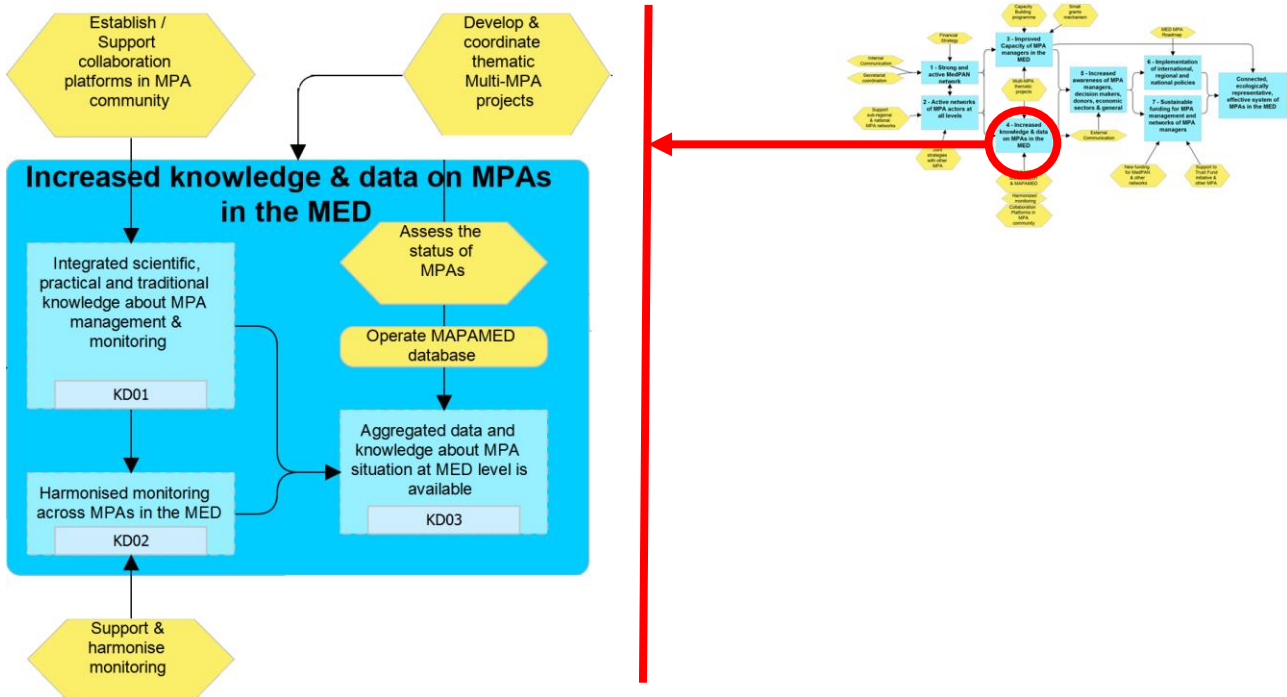
Priority topics identified for MPA capacity-building activities are: small scale fisheries, mobile species, climate change, sustainable tourism, financing and management effectiveness.

Within the regionally coordinated capacity-building programme, and beyond the existing capacity-building activities formats, MedPAN will try to structure and operate, in close coordination with regional partners, a new regular and operational training offer that will be run in some MPAs designated as “training centres”.

Objectives and indicators

Intermediate Results	Objective ID	Objectives	Indicators
Innovative, effective solutions for the benefit of MPAs and the whole network	C01	At least 5 MPAs are supported each year to test or develop specific management activities responding to their own needs, among which at least 2 are answering some of the network needs.	<ul style="list-style-type: none"> ✓ # of MPAs benefiting from small grants or multi-MPA thematic projects ✓ # of projects answering network needs
Capacity of MPA managers & actors maintained & improved	C02	Each year, at least 50 MPA managers and actors gain qualification to improve their efficiency through flexible capacity-building activities targeted to MPAs and staff categories, countries and sub-regions specific needs.	<ul style="list-style-type: none"> ✓ # of capacity-building activities ✓ # of MPAs benefiting from capacity-building services tailored to their needs ✓ # of staff categories benefiting from capacity-building services tailored to their needs ✓ # of countries and # of sub-regions benefiting from capacity-building services tailored to their needs
	C03	By 2023, at least 2 MPAs act as regular and operational training centres and train every year 10 MPA managers and actors.	<ul style="list-style-type: none"> ✓ # of MPA as training centres # of MPA managers and ✓ actors trained in MPA training centres

4) Result 4: Increased knowledge & data on MPAs in the Mediterranean



a) Integrated scientific, practical and traditional knowledge about MPA management & monitoring:

MedPAN will establish and support collaboration platforms (with relevant online tools) to facilitate dialogue and networking between managers, experts, stakeholders and scientists. This will allow for a better integration of the existing scientific, practical, and traditional knowledge about key MPA issues in the Mediterranean.

MedPAN will support improved monitoring at MPA level through experience sharing, an updated online monitoring resource centre and targeted trainings as well as direct support from the key thematic working groups.

b) Harmonised monitoring across MPAs in the Mediterranean:

MedPAN will support harmonised monitoring across the Mediterranean with the development of a subset of ecological, socio-economic and management indicators, based on existing indicators used by MPAs, and using simple monitoring protocols that can be easily implemented by MPA managers in different parts of the Mediterranean.

Following the conclusions of the MedPAN 2014 sharing-experience workshop on monitoring for managing MPAs and following the updated Mediterranean MPA Roadmap (Mediterranean MPA Forum in Tangier, 2016), this harmonised monitoring effort may start on key priority topics with mobile species (turtles, marine mammals, etc.), common issues (climate change, invasive species, small-scale fisheries, socio-economic benefits) and management needs (management effectiveness).

Harmonized monitoring will also be supported by the key thematic working groups (marine turtles, small-scale fisheries).

c) Aggregated data and knowledge about the status of MPAs at Mediterranean level is available:

MedPAN will continue, together with SPA/RAC, to update the MAPAMED database (with GIS and core attributes of MPAs and OECMs).

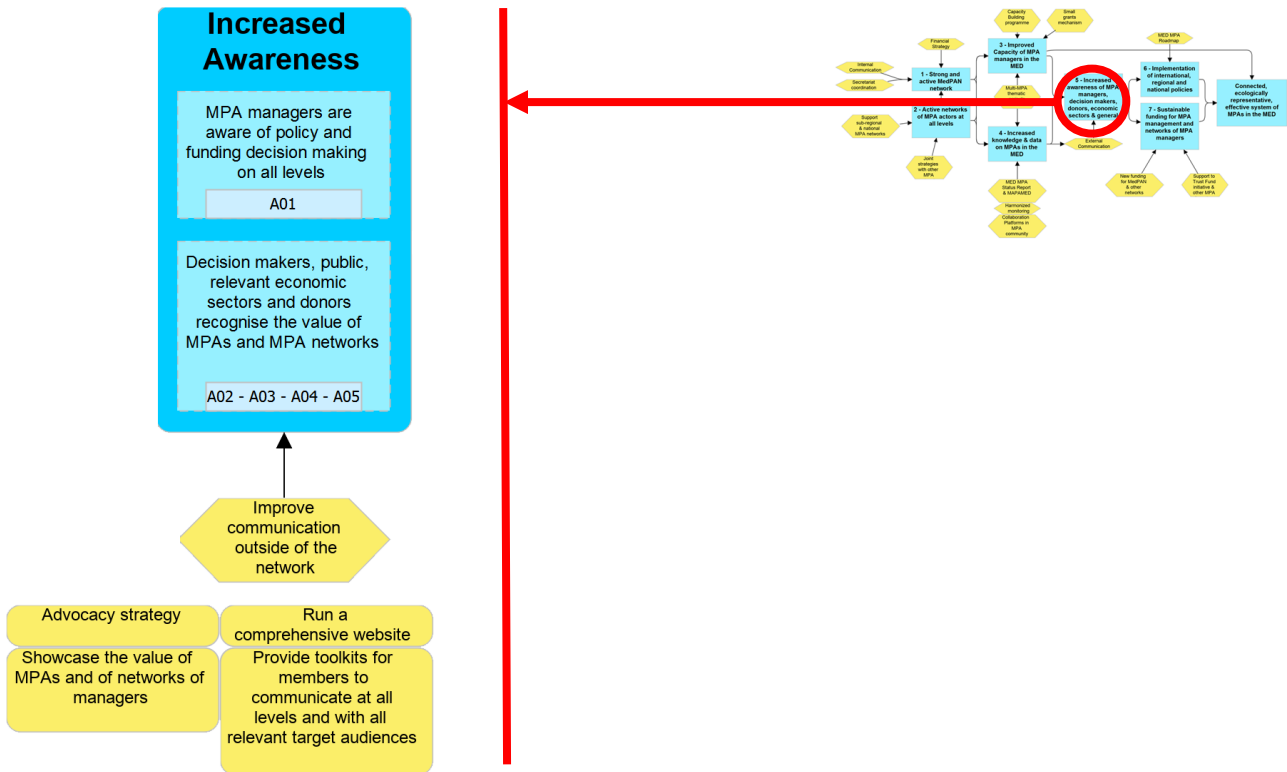
MedPAN will also continue to gather management data on Mediterranean MPAs, targeting as many MPAs as possible to update the MedPAN dedicated database. Monitoring across the Mediterranean, as described above, will also help to improve this dataset.

This will allow MedPAN and SPA/RAC, in collaboration with other relevant partners, to compile and disseminate every 4 years the Mediterranean Status Report (MPA coverage, management effort, state of ecosystems and threats) and evaluate progress of the Mediterranean MPA Roadmap to be presented at the Mediterranean MPA Forum in order to provide ad hoc recommendations for better implementation of MPA policies at all levels. Brief and updated information on Mediterranean MPA Status could also be provided on an annual basis.

Objectives and indicators

Intermediate Results	Objective ID	Objectives	Indicators
Integrated scientific, practical and traditional knowledge about MPA management & monitoring	KD01	By 2023, existing scientific, practical and traditional knowledge about key issues for Mediterranean MPAs is capitalised and made accessible, and in particular by 2020 on the topics of fisheries and marine turtles.	# of new entries and updates in the virtual library and monitoring resource centre of MedPAN's website # of MPAs receiving information on key issues ✓ # of knowledge & learning products on key topics ✓ # of web user connections
Harmonised monitoring across MPAs in the Mediterranean	KD02	By 2023, a harmonised monitoring system is set up (on mobile species, climate change, invasive species, fisheries, socio economic benefits or management efficiency) and is implemented by at least 2 MPAs per geographic area in the Mediterranean	✓ # of MPAs implementing the harmonised monitoring system on one of the topics
Aggregated data and knowledge about the status of MPAs at Mediterranean level is available	KD03	By 2023, knowledge about the state of ecosystems, threats and management effort in MPAs is aggregated across geographically representative MPAs in the Mediterranean.	✓ # of new entries and updates in MAPAMED and in the MedPAN database ✓ Representation of sub- regions and countries across the Mediterranean in MAPAMED's and MedPAN's database dataset ✓ # of MPA Status reports and other publications produced

5) Result 5: Increased awareness of MPA managers, decision-makers, donors, relevant economic sectors and general public to support MPAs



The MedPAN network is at the interface between MPA managers acting on the ground and decision-making processes at European, Mediterranean and International levels.

a) MPA managers are aware of policy and funding decision making on all levels:

Through an improved communication within the network, and in particular with the help of a comprehensive and user-friendly website addressing all the needs of the network, as well as an appropriate “top-down” approach, MPA managers will be kept abreast of the updates and developments of key MPA policy, decision-making and funding opportunities, especially at European, Mediterranean and International levels.

b) Decision makers, public, relevant economic sectors and donors recognise the value of MPAs and MPA networks:

MedPAN will develop a “bottom-up” approach through an ad hoc communication beyond the network, with new packages, channels and tools, and simple strategic messages based on concrete case studies, to raise awareness, inform and influence authorities, decision-makers, the general public, key economic sectors and donors about:

- The ecological and socio-economic¹³ value of MPAs,
- The challenges, added value and success stories of MPA effective management
- The benefits of strongly protected areas¹⁴,

13) The important values of MPAs will be communicated, their added value to preserve key habitats and species, their hardware values as blue infrastructure, ecosystem services and resilience against global changes; their relevance for larger territorial integration (ICZM/land-sea interface); and their software values as pioneering cases of improved marine governance, including the experience gained in marine spatial planning, sustainable fisheries, participatory practices, and science-based management.

14) No-go, no-take and no-fishing zones

- The value of a human network of MPA managers and actors.

To this effect, MedPAN will develop an advocacy strategy in particular at Mediterranean, European and international levels together with regional key partners in the Mediterranean, with other regional MPA networks across the world, and with support from members of the network but also from national and sub-regional MPA networks in the Mediterranean.

MedPAN will particularly focus on finding the right language to spread conservation messages linked to the importance of MPAs and the network to key economic sectors and new potential donors such as financial institutions or foundations.

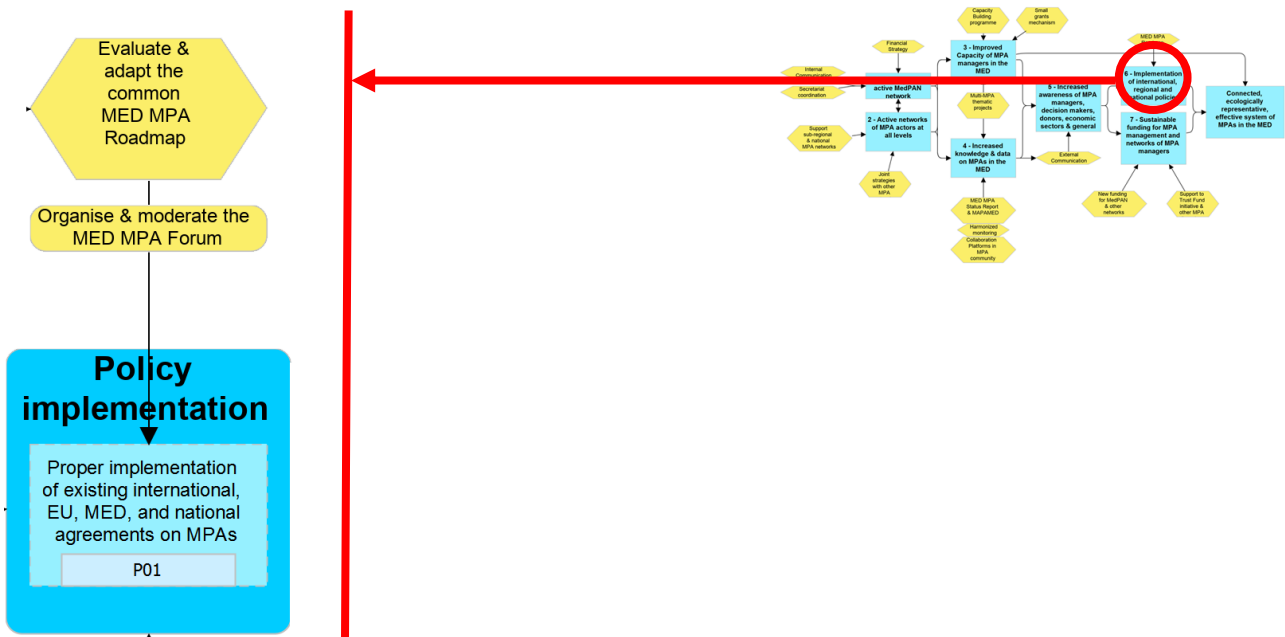
The strategy will also guide MedPAN in identifying and engaging, especially through national networking mechanisms, with members and partners to scale-up communication and advocacy at local and national levels, by providing ready-to-use toolkits & arguments on key topics and issues. This will particularly help to reach wider audience at those levels including the general public and especially young generations as well as stakeholders including small-scale fishers and tour operators.

Objectives and indicators

Intermediate Results	Objective ID	Objectives	Indicators
MPA managers are aware of policy and funding decision making on all levels	A01	By 2023, 70% of MPA managers across the Mediterranean benefit and use information, provided by MedPAN, on relevant policy issues (fisheries and tourism, MSP/Blue economy, climate change in particular) and on public/private funding for MPAs at different levels (European, international).	<ul style="list-style-type: none"> ✓ # of production (tools, etc.) on key policy issues and relevant funding for MPAs ✓ % of MPA managers across the Mediterranean considering information, provided by MedPAN, about policy issues and public/private funding as relevant
Decision makers, the general public, relevant economic sectors and donors recognise the value of MPAs and MPA networks	A02	By 2023, 10 local and national targeted decision-makers in different countries and at least another 5 at European and international level have recognised the relevance of good MPA management and the work of MPA manager networks.	<ul style="list-style-type: none"> ✓ # of events and communication activities (organised or produced by MedPAN, by national or sub-regional networks, by members/partners, or together with regional partners) targeting local and national decision-makers ✓ # of events and communication activities (organised or produced by MedPAN, or with other regional MPA networks, or with regional partners) targeting EU and international decision-makers ✓ “Soft” evaluation of the level of awareness-raising of relevant decision-makers by the MedPAN secretariat/BoD and through MedPAN

			members, regional partners and other MPA networks at national, sub-regional, other regional seas levels (outcome mapping)
	A03	By 2023, MPA managers, across the Mediterranean, have increased the level of awareness of the general public at local level (in particular young generations) by using at least 3 appropriate communication tools developed by MedPAN on MPA key issues.	<ul style="list-style-type: none"> ✓ # of appropriate communication tools developed ✓ % of MPA managers across the Mediterranean using those tools at local level
	A04	By 2023, at least 3 public donors and other 3 private donors at EU or international level recognise the value of networking approach to support MPA management and the value of ongoing inter-cultural cooperation.	<ul style="list-style-type: none"> ✓ # of approved proposals and/or events and communication activities (organised or produced by MedPAN, with other regional MPA networks, or with regional partners) targeting EU or international public or private donors ✓ “Soft” evaluation of the level of awareness-raising of relevant donors by the MedPAN secretariat/BoD and through regional partners and other regional MPA networks (outcome mapping)
	A05	By 2023, at least 15 MPAs in 5 different countries have influenced some local economic sectors to change their perception and behaviour – from MPA as constraint to MPA as benefit – in their development and planning strategies	<ul style="list-style-type: none"> ✓ # of appropriate tools and arguments used at local level by MPA managers across the Mediterranean ✓ % of MPA managers across the Mediterranean considering that they are able to influence the economic sectors

6) Result 6: Policy implementation to support MPAs



Overall, MedPAN has generated a strong regional basis that can be engaged to support the implementation of existing governmental agreements, especially Aichi target 11 and UN SDG14 at international level, the MSFD at European level and the Barcelona Convention MPA Roadmap at Mediterranean level. By providing key elements from the field to better inform decision-makers, MedPAN will have an influence at all levels to better implement governmental agreements; this is linked with the advocacy strategy that will be developed as described above.

a) Proper implementation of existing European and Mediterranean agreements on MPAs:

At Mediterranean level, every 4 years, MedPAN, SPA/RAC and their key partners will organise the Mediterranean MPA Forum as a major event that brings together relevant governmental and non-governmental MPA players and MPA practitioners from around the Mediterranean and beyond. During the Forum, the updated Mediterranean MPA Status Report is shared and discussed, contributing to the evaluation of the 2020 Mediterranean MPA Roadmap, and its adaptation beyond 2020.

b) Proper implementation of existing national agreements on MPAs:

At national level, together with its members and partners and with national and sub-regional MPA networks, MedPAN will also provide support for better implementation of national MPA policies.

c) Proper implementation of existing international agreements on MPAs:

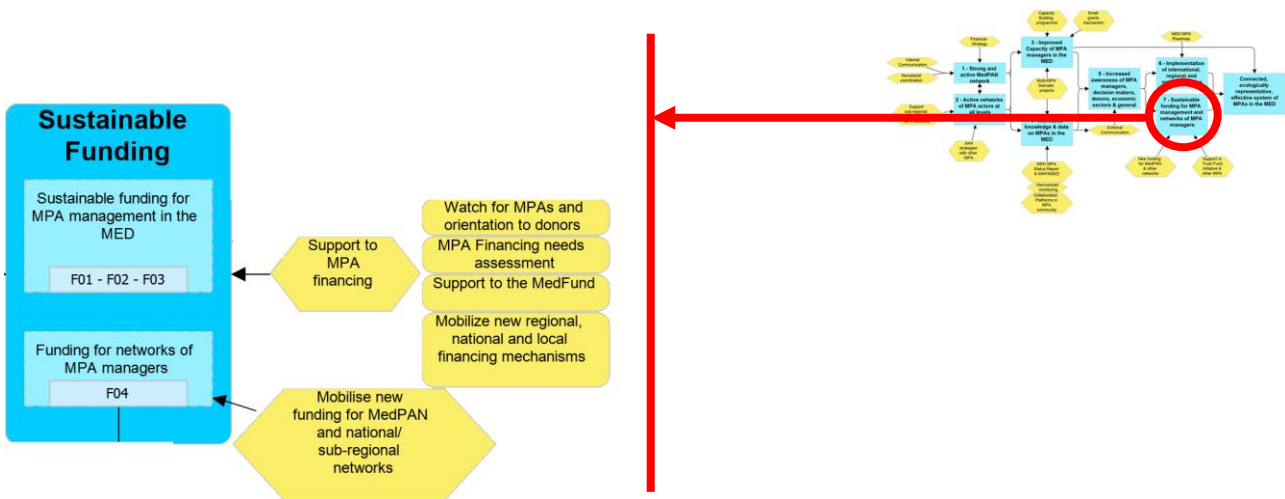
At international level, joining efforts with other regional MPA networks worldwide – starting with the Transatlantic area – will help influence policy implementation at the international level.

Objectives and indicators

Intermediate Results	Objective ID	Objective	Indicator
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<p>Proper implementation of existing international, EU, MED and national agreements on MPAs</p>	<p>P01</p>	<p>By 2020, the implementation of the 2020 Mediterranean MPA Roadmap is assessed and adapted beyond 2020 with the contribution from at least 50 MPA managers in 15 different countries, and contribution from 5 regional/ international partners.</p>	<ul style="list-style-type: none"> ✓ # of MPA managers and partners contributing to the 2020 Roadmap assessment ✓ # of participating organisations during the 2020 Mediterranean MPA Forum
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7) Result 7: Sustainable funding for MPA networks and MPA management



a) Funding for networks of MPA managers:

The strategy foresees to enlarge and secure funding for the MedPAN network and other networks of MPA managers at national and sub-regional levels by mobilising traditional and new funding channels in the fields of culture, cooperation, etc.

A specific MedPAN financial strategy has been developed for the period 2019-2023.

b) Sustainable Funding for MPA management in the Mediterranean:

MedPAN will also help to fund existing MPA management costs in the Mediterranean by supporting the development of sustainable financing mechanisms, including The MedFund, as well as new regional, national and local mechanisms, including opportunities linked to Blue Carbon).

MedPAN will also regularly inform MPA managers about new funding opportunities and will steer MPA managers to different donors depending on their needs.

MedPAN will finally support the update of the financing needs assessment of MPAs conducted in 2015.

Objectives and indicators

Intermediate Results	Objective ID	Objective	Indicator
Sustainable funding for MPA management in the Mediterranean	F01	By 2020, the Trust Fund mechanism is operational and funds some of the recurring management costs in targeted MPAs with a long-term perspective. By 2023, the Trust Fund includes support to the training costs of targeted MPAs with a long-term perspective.	✓ # of MPAs supported by the Trust Fund for their recurring management costs and for their training costs
	F02	By 2023, at least 1 new regional financing mechanism (e.g. Blue Carbon, tourism) is mobilised to fund MPA management in the Mediterranean.	✓ # of financing mechanisms mobilising funding at regional level for MPA management
	F03	By 2023, at least 2 local and 2 national sustainable financing mechanisms are in place and implemented to provide funds to cover recurring costs of MPAs	✓ # of local and national sustainable financing mechanisms in place
Funding for networks of MPA managers	F04	By 2023, at least 2 traditional and 2 new funding sources (e.g. culture, cooperation) are mobilised for MedPAN and at least 2 traditional or new funding sources are mobilised for national or sub-regional MPA networks.	<ul style="list-style-type: none"> ✓ # of traditional and new funding sources mobilised for MedPAN ✓ # of funding sources mobilised at regional level for national or sub-regional networks

Annex 1: Full MedPAN Result's Chain to support the strategy for the period 2019-2023 & beyond

