



UNITED
NATIONS

EP

UNEP(DEPI)/MED IG.23/8



UNITED NATIONS
ENVIRONMENT PROGRAMME
MEDITERRANEAN ACTION PLAN

17 November 2017
Original: English

20th Ordinary Meeting of the Contracting Parties to the
Convention for the Protection of the Marine Environment
and the Coastal Region of the Mediterranean and its Protocols

Tirana, Albania, 17-20 December 2017

Agenda item 3: Thematic Decisions

Draft Decision IG.23/5: Updated Resource Mobilization Strategy

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Note by the Secretariat

The UNEP/MAP Mid-Term Strategy 2016-2021 (MTS, Decision IG 22/1, adopted during the 19th Meeting of the Contracting Parties (COP 19) (Athens, Greece, 9-12 February 2016) notes that the main challenge when trying to achieve its objectives is in the availability of financial resources, in particular taking into consideration the global and regional circumstances. Decision IG.22/1 requested the Secretariat to prepare for adoption at COP 20 a Resource Mobilization Strategy (RMS) corresponding to the period of the MTS. Decision IG.22/20, also adopted during COP 19, includes Key Output 1.1.4: *“Funding opportunities for regional and national priorities identified, donors/partners informed and engaged, through the implementation of the updated Resource Mobilization Strategy, and Contracting Parties assisted in mobilizing resources”*.

The updated RMS aims at ensuring that adequate funding is made available to support UNEP/MAP programmatic activities in the short and medium term on the basis of the MTS priorities. To this end it aims to constitute the strategic framework for fulfilling the need to match the ambition with predictable and realistic resource mobilization, thereby ensuring coherence, continuity, and effectiveness of the MAP/Barcelona Convention work.

The preparation of the draft updated RMS has included several rounds of consultations with Contracting Parties, ECP Members, and staff of the Secretariat and projects. A questionnaire was also sent out to the MAP Focal Points in April 2017, asking for written inputs to ensure that the views and concerns of the Parties were fully taken into account.

The updated RMS builds on the one approved by Decision IG.20/13 of COP 17 (Paris, France, 8-10 February 2012). The general overview and the profiles of the individual donor partners have remained mostly unchanged since the current version. The updated RMS contains strategic directions that are in line with the MTS and the more robust financial situation of the MAP system, including external resources, and wider recommendations related to innovative sources of funding.

The MAP Focal Points meeting (Athens, Greece, 12-15 September 2017) discussed draft Decision IG.23/5 on the Updated Resource Mobilization Strategy and its annexed draft Strategy prepared by the Secretariat (document UNEP(DEPI)/MED WG.443/8) and recommended that the Secretariat prepares a new, shorter annex to the draft decision for consideration by the Contracting Parties. The MAP Focal Points noted that *“that annex could have the ambition of raising several million euros in voluntary resources for each of the next five biennium to the end of the next mid-term strategy; analyse past programmes of work to identify where resource shortfalls occurred and why; identify which strategic outcomes of the current mid-term strategy were most dependent on outside resources and the levels of funding required, in order to match needs with potential donors and set priorities; examine whether more could be raised from Contracting Parties; identify the tools and information needed to approach donors, supported by the development of project fiches, as set out in document UNEP(DEPI)/MED WG.443/Inf.9; explain how the Executive Coordination Panel could play a role in preparing synergistic proposals for donors; and consider the usefulness of holding meetings of potential donors when preparing those parts of the programme of work to be financed from voluntary resources”*. Furthermore, one focal point added *“that a further item that could be included in the proposed shortened annex was the identification of which strategic outcomes in the current mid-term strategy had a greater likelihood of receiving outside resources, given regional and global focuses and funding. Such an approach would facilitate alignment of Mediterranean Action Plan funding with current global priorities, such as the 2030 Agenda for Sustainable Development”*.

The MAP Focal Points also agreed that the deadline for the shortened annex would be four weeks before the twentieth meeting of the Contracting Parties. The current document was prepared following the conclusions of the MAP Focal Points meeting, which *“endorsed the draft decision, as orally amended, for consideration by the Contracting Parties at their twentieth meeting, taking account of the fact that the shortened Resource Mobilization Strategy to be annexed to the decision had yet to be developed”*.

The updated RMS, as revised following the MAP Focal Points meeting, is attached as Annex I of this draft Decision.

The implementation of this decision is linked to Output 1.1.4 of the proposed Programme of Work. It has budgetary implications on MTF and external resources, reflected in the proposed budget.

Draft Decision IG. 23/5

Updated Resource Mobilization Strategy

The 20th Meeting of the Contracting Parties to the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean and its Protocols,

Recalling Decision IG. 20/13 of the 17th Meeting of the Contracting Parties (COP 17) (Paris, France, 8-10 February 2012) on Governance on the Resource Mobilization Strategy for UNEP/MAP,

Recalling also Decision IG. 22/1 of COP 19 (Athens, Greece, 9-12 February 2016) on the UNEP/MAP Mid-Term Strategy 2016-2021 and Resource Mobilization Strategy,

Underlying that the effective involvement and coordination in resource mobilization by all actors is essential for the implementation of the UNEP/MAP Mid-Term Strategy 2016-2021,

Recognizing the successful efforts of the Secretariat to secure the funding and support needed for the adequate functioning and fulfilment of the mandate of the MAP system,

Conscious of the need to further mobilize and diversify funding sources to ensure a thorough matching of the Parties' level of ambition and approved mandates with available resources,

Recognizing that the effective and coordinated implementation of the Resource Mobilization Strategy and the increased resource availability generate additional demands on the Secretariat and MAP Components to develop, deliver and monitor a wider set of activities,

Conscious that resource mobilization requires also well-structured and continuous work on communication issues, in order to ensure awareness of the work and role of the MAP system and tailoring of messages for the various categories of possible donors,

1. *Adopts* the updated Resource Mobilization Strategy, contained in Annex I to this Decision;
2. *Urges* Contracting Parties to support the implementation of the updated Resource Mobilization Strategy, in order to ensure adequate financial resources for the implementation of the UNEP/MAP Mid-Term Strategy 2016-2021 and associated Programme of Work;
3. *Invites* donor and partner organizations to take into account as appropriate the priorities set out in the Mid-Term Strategy and updated Resource Mobilization Strategy in their programming.

Annex I
Updated Resource Mobilization Strategy

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LIST OF ABBREVIATIONS AND ACRONYMS

ABNJ	Areas Beyond National Jurisdiction
ACCOBAMS	Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area
AfDB	African Development Bank
BBNJ	Areas Beyond National Jurisdiction
BCRS	Barcelona Convention online Reporting System
CAMP(s)	Coastal Area Management Programme(s)
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention)
COP	Conference of Parties
CPs	Contracting Parties
CRS	Corporate Social Responsibility
CU	Coordinating Unit
DESA	Development Policy and Analysis Division
DG	Directorate-General
DG CLIMA	Directorate-General for Climate Action
DG MARE	Directorate-General for Maritime Affairs and Fisheries
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DG RTD	Directorate-General for Research and Innovation
DPSIR	Driving forces, Pressure, State, Impact, Response
EBRD	European Bank for Reconstruction and Development
EBSA	Ecologically or Biologically Significant Marine Areas
EC	European Commission
EcAp	Ecosystem Approach
ECP	Executive Coordination Panel
EFC	European Foundation Centre
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EMFF	European Maritime and Fisheries Fund
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FRAs	Fisheries Restricted Areas
GCF	Green Climate Fund
GEF	Global Environmental Facility
GES	Good Environmental Status
GFCM	General Fisheries Commission for the Mediterranean
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
GPGC	Global Public Goods and Challenges
H2020	Horizon 2020 initiative
ICZM	Integrated Coastal Zone Management

IDLO	International Development Law Organization
IGOs	Intergovernmental Organizations
IMAP	Integrated Monitoring and Assessment Programme of the Mediterranean Sea and Coast and Related Assessment Criteria
IMELS	Italian Ministry for the Environment, Land and Sea
IMO	International Maritime Organization
INFO/RAC	Information and Communication Regional Activity Centre of MAP
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IsDB	Islamic Development Bank
IUCN	International Union for Conservation of Nature
LBS	Land-Based Sources
MAP	Mediterranean Action Plan
MED POL	Programme for the Assessment and Control of Marine Pollution in the Mediterranean Region
MedProgramme	GEF Mediterranean Sea Programme: Enhancing Environmental Security
MPA(s)	Marine Protected Area(s)
MSP	Marine Spatial Planning
MSSD	Mediterranean Strategy for Sustainable Development 2016-2025 - Investing in environmental sustainability to achieve social and economic development
MTF	Mediterranean Trust Fund
MTS	UNEP/MAP Mid-Term Strategy 2016-2021
NAP(s)	National Action Plan(s)
NBB	National Baseline Budget
NFPs	National Focal Points
NGOs	Non-Governmental Organizations
NSSD	National Strategy for Sustainable Development
POPs	Persistent Organic Pollutant(s)
PoWs	Programme(s) of Work
PRTR	Pollutant Release and Transfer Register
PSSAs	Particularly Sensitive Sea Areas
RAC(s)	Regional Activity Centre(s)
RMS	Resource Mobilization Strategy
SAP BIO	Strategic Action Programme for the conservation of Biological Diversity in the Mediterranean Region
SAP-MED	Strategic Action Programme to Address Pollution from Land-Based Activities
SCCF	Special Climate Change Funds
SCP	Sustainable Consumption and Production
SDG(s)	Sustainable Development Goal(s)
SEA	Strategic Environmental Assessment
SIA	Strategic Impact Assessment
SPAMI(s)	Specially Protected Area(s) of Mediterranean Importance
TAIEX	Technical Assistance and Information Exchange
TEEB	The Economics of Ecosystems and Biodiversity
UfMS	Secretariat for Union of the Mediterranean

UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank
WFP	World Food Programme
WWF	Worldwide Fund for Nature

UPDATED RESOURCE MOBILIZATION STRATEGY

1. Introduction

1. The 17th Ordinary Meeting of the Contracting Parties (COP 17, Paris, France, 8-10 February 2012), adopted the Resource Mobilization Strategy (RMS) of UNEP/MAP, included in Annex III of Decision IG.20/13 .
2. During COP 19 (Athens, Greece, 9-12 February 2016), the Contracting Parties adopted two decisions that addressed the UNEP/MAP resource mobilization issues. The first decision (IG.22/1) on the UNEP/MAP Mid-Term Strategy 2016-2021 (MTS), identified the availability of the financial resources as the main challenge for MAP to achieve its objectives (paragraph 107). The MTS notes that “the MTS and the PoWs will be complemented by the updated, comprehensive Resource Mobilization Strategy” (paragraph 108). Past Programmes of Work were based on Budgets that required raising a large proportion (up to 64%) of the necessary resources from external resources; yet a raise of more than 30% of the total Budget from such sources was not achieved, resulting in significant funding gaps that hindered successful implementation of the Programmes of Work.
3. The second decision (IG.22/20) on the Program of Work and Budget 2016-2017 (PoW) called for the Secretariat to prepare an updated Resource Mobilization Strategy. More specifically, the MTS includes a Key Output 1.1.4: “Funding opportunities for regional and national priorities identified, donors/partners informed and engaged, through the implementation of the updated Resource Mobilization Strategy, and Contracting Parties assisted in mobilizing resources”. To this end, the PoW decision specified the need to prepare a ground mapping study for identifying funding opportunities for regional and national priorities and to update the MAP Resource Mobilization Strategy including the development of a coherent MAP-wide communication mechanism targeting donors/partners.
4. This updated RMS responds to that request by the Contracting Parties and follows the recommendations of the MAP Focal Points Meeting (Athens, Greece, 12-15 September 2017), which provided further guidance on the mandate given to the Secretariat in putting into effect paragraphs 106-108 of the MTS. The decision to update the RMS seeks to strengthen the UNEP/MAP-Barcelona Convention system, to enable it secure the required resources to fulfill its PoWs in their entirety, and to ensure that MAP Components could work to their full capacity. The COP 19 decisions demonstrate the Contracting Parties’ intent to support the identification and expansion of funding opportunities for UNEP/MAP, assure stable, adequate and predictable resources, and strengthen linkages between activities of the PoWs and funding sources.

2. Objectives

5. The updated RMS aims at ensuring that adequate funding is made available to support UNEP/MAP programmatic activities in the short and medium term on the basis of the MTS priorities. More particularly, the updated RMS has the following objectives:
 - a. To establish clear directions for the mobilization of resources, coming from both traditional and non-traditional sources, for the full implementation of the PoW and to identify the main counterparts and potential donors;
 - b. To define the needs and changes required to effectively mobilize resources, with a particular focus on those thematic areas of the mandate of UNEP/MAP that are most in need for external funding.

3. Scope

6. The updated RMS has a horizon period of ten years, with the view to ensuring a full implementation of the current MTS (2016-2021) and taking a forward-looking step towards the implementation of the next MTS cycle (2022-2027), with emphasis on its first biennium.

4. Overview of UNEP/MAP funding

7. UNEP/MAP is *in primis* financed by the Contracting Parties through the assessed contributions to the Mediterranean Trust Fund (MTF). Other sources of funding include discretionary contributions from the European Union and *ad hoc* voluntary contributions by other Contracting Parties, the Host Country contributions, project funding by the Global Environmental Facility (GEF) and the European Commission, and other *ad hoc* donors. The assessed contributions generally do not provide sufficient resources to fully meet the financial requirements of the biennial PoW. The voluntary and project funding is in general secured on an *ad hoc* basis and takes considerable staff time and efforts for the Coordinating Unit (CU) and MAP Components to achieve tangible results.

a. Contracting Parties contributions (ordinary, voluntary, host country)

8. The contributions of the Contracting Parties, including the assessed ordinary, the EU discretionary and the host country contribution for the Coordinating Unit, are crucial for the implementation of the MAP MTS and PoWs, as they provide a stable and secure source of funding, ensuring the functioning of the system by covering the administrative costs, as well as allowing effective planning by supporting certain core activities. As regards the Regional Activity Centres (RACs), the contributions of the host countries, and of IMO in the case of REMPEC, represent a noticeable part of their funding.

9. From 2004 to 2016, the total assessed contributions remained unchanged. The Contracting Parties provided in 2016 a one-time 3% increase of their assessed contributions to assist with financial obligations for organizing and hosting the COP meetings, so as to enable all Contracting Parties to host a COP meeting. The contributions from the Contracting Parties do not seem to have kept up with the inflationary costs and with the growing MAP mandates. Therefore, a possible regular increase of the assessed contributions to the MTF should be considered, since these contributions provide the main guarantee for stable and predictable resources and demonstrate the continued commitment of Contracting Parties.

10. MAP has benefited on a regular basis from additional voluntary contributions of the Contracting Parties to support the implementation of the PoW. They include the recent (2016) cooperation agreement between the Italian Ministry for the Environment, Land and Sea (IMELS) and UNEP, which is an excellent development and a very good example of voluntary funding in line with the MTS, as well as the voluntary contribution from Turkey for the implementation of the first edition of the Istanbul Environment Friendly City Award. Until COP 19, voluntary contributions also included the expenses of organizing COP meetings, which were covered by the respective host country.

b. Additional sources of funding

11. The European Union (EU) and the Global Environment Facility (GEF) are, and are expected to remain significant contributors to the implementation of the MTS and the biennial MAP PoWs.

12. The EU has a number of funding mechanisms and resource streams available. UNEP/MAP has used to a large extent over the past twenty years such mechanisms, including the strategic partnership with UNEP, the participation in calls for tender/project proposals, and the direct contracts between UNEP/MAP and the European Commission. While the Directorate-General (DG) for Environment

will remain a key partner, the approved MTS includes a number of core development issues for which interaction and engagement with other relevant DGs (DG DEVCO, DG NEAR, DG Mare etc.) is desirable to meet the resource requirements.

13. UNEP/MAP has a long-standing strong collaboration with the Global Environment Facility (GEF), which dates back to 1997. Since then, GEF supported 3 considerable investments in the region including the 47 million USD “Mediterranean Sea Programme (MedProgramme): Enhancing Environmental Security”, approved in October 2016, now being developed by UNEP/MAP and its executing partners. It is important to maintain MAP engagement with GEF, and to seek further opportunities for funding, focusing on areas in which MAP has a comparative advantage or can build desirable partnerships, in line with its mandate and with the key priorities of the GEF-7 Replenishment (e.g. biodiversity conservation and sustainable management of natural resources through spatial protection measures, such as MPAs, FRAs, etc.).

14. With regards to alternative sources of funding, recently there has been progress in benefiting from interaction with large environmental foundations, such as MAVA, mainly supporting specific activities; with the private sector, where there is an effort at partnerships building (e.g. with the oil and gas industry through REMPEC), without however significant financial contributions so far. From the latter, new/innovative funding possibilities (such as social and development impact bonds/loans, crowdfunding, etc.) are not explored at the moment.

15. Most of the projects financed by the main sponsors (i.e. the EU and GEF) were prepared and submitted to them by UNEP/MAP, in coordination with the concerned Components and in some cases other partners, while proposals for projects financed by foundations (e.g. MAVA) have been mainly prepared and submitted by the respective Components.

16. In addition to the donors mentioned above, UNEP/MAP relations and collaborations with key international organizations, such as the World Bank (WB), United Nations Development Programme (UNDP), Islamic Development Bank (IsDB), African Development Bank (AfDB), as well as the European Investment bank (EIB) which is fully involved in the EU H2020 initiative for a clean and healthy Mediterranean by 2020, and the European Bank for Reconstruction and Development (EBRD), should be further developed and strengthened, building on existing examples of successful cooperation.

c. External resource gap analysis

17. Figure 1 provides an overview of the external resources mobilized/required for each theme of the current MTS, for the biennia 2016-2017 and (proposed) 2018-2019. It shows that there are some themes which traditionally attract a large amount of external resources compared to the ordinary contributions, including the themes of Land and Sea Interactions and Processes (external resources more than 11 times higher than MTF), SCP (external resources up to 40 times higher than MTF), and Climate Change (external resources around 16 times higher than MTF). In addition, for some themes, including the Biodiversity and Ecosystems and the Land and Sea Interactions and Processes there is a very low percentage of non-secured external funding, while for others, such as the Climate Change Adaptation theme, the external resources are mainly non-secured in both biennia. This analysis shows the areas in which external funding is most required and those for which it is more challenging to secure external funding.

18. While all themes have benefited from external funding, the status of external funding in relation to specific types of activities vary. Taking an overview of the few past Programmes of Work, namely from the last three biennia, it can be seen that governance related activities are mainly covered by the MTF, while others appear to rely mainly/largely on external sources, including:

- Preparation of national strategies and action plans
- National implementation of action plans

- Awareness raising and outreach activities
- Monitoring, inventory and assessment
- Building of platforms/networking
- Technical assistance and capacity building, including support to ratification of legal instruments
- Cooperation and partnerships

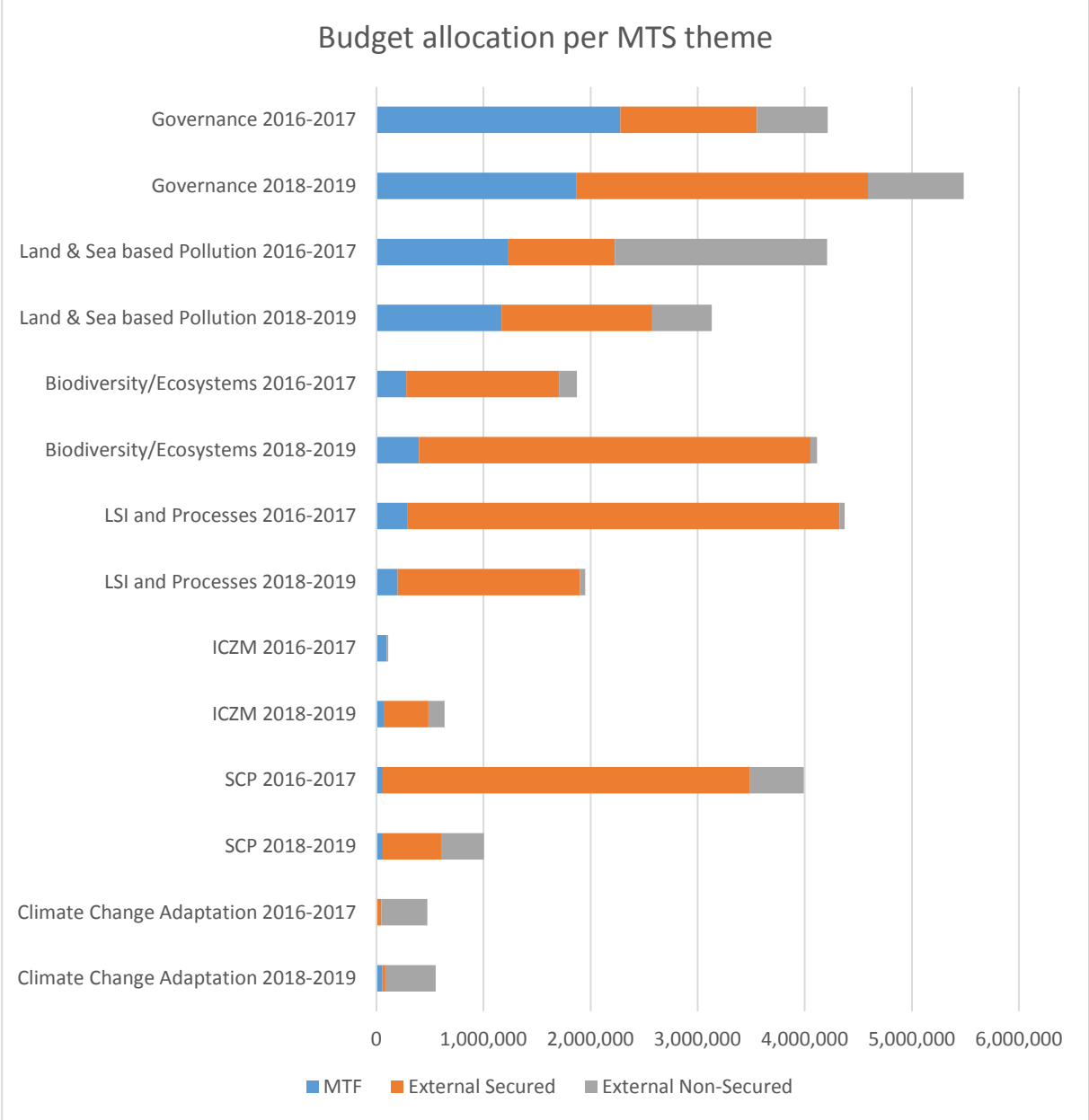


Figure 1. Budget allocation per MTS theme (2016/17 and 2018/19 PoW and Budgets)

19. The adoption of a structured MTS and the development of biennial PoWs based on the MTS, has been an important step in supporting the preparation and validation of project documents and proposals for external fund raising. A concise Resource Mobilization Strategy is expected to enable a clear planning for attracting external funds to implement the PoWs and to ensure the streamlining of external funding to support MAP programmatic priorities.

20. In order to enable new opportunities and to enhance outreach to new donors and entities, the Contracting Parties' support is essential for the diversification of the funding sources. It will enable the UNEP/MAP-Barcelona Convention system to widen its networks and partnerships with various entities and funding sources, broaden the outreach to foundations, private sector, and innovative financing mechanisms and explore novel ways to mobilize resources, such as setting up online website fundraising mechanisms to secure private donations and contributions.

5. External resource needs

21. The mandate of UNEP/MAP has increased significantly over time, addressing emerging issues of priority for the region. New or updated legal instruments, strategies and action plans have been adopted, whose implementation requires additional funding. The enlarged scope of action of MAP is reflected in the MTS, which is structured around seven different themes with a considerable number of strategic outcomes and outputs, aiming at achieving Good Environmental Status of the Mediterranean Sea and coast and contributing to the sustainable development of the region.

22. This widened mandate has not been accompanied by a proportionally higher provision of resources through the assessed contributions by the Contracting Parties. As a result, the current allocation of assessed contributions (MTF) does not provide sufficient resources to fully meet the financial requirements of the biennial PoWs.

23. With a view to address the lack of sufficient resources, a proactive approach was taken in developing the PoW 2018-2019, and securing a large part of the external funding required; therefore, only 15% of the resources required are not already available. In addition, in 2016-2017, the Secretariat has successfully achieved a major boost in funding for the implementation of activities both by the UNEP/MAP-Barcelona Convention system and by the Mediterranean partners by obtaining the approval of the new GEF MedProgramme. Once fully developed, the USD 47 million allocated by the GEF Council to the Programme are expected to support technical assistance and mobilize investments for about USD 600 million in the GEF eligible countries. During the next three biennia and beyond, this will undoubtedly have a transformational and beneficial effect on the region.

24. Resource mobilisation efforts in the next years will focus on MTS themes and strategic outcomes that have been proven as the most dependant on external resources, and especially on those outcomes for which external resources are difficult to be found and secured. In addition to the information provided in Figure 1 above, the Secretariat has assessed the budget allocated (MTF/ external secured/ external non-secured) per strategic outcome-related categories for the 2016-2017 and 2018-2019 biennia (see Figure 2).

25. This analysis has shown that the strategic outcomes requiring the highest rate of non-secured external funding are those related to national implementation and compliance, thematic policy development, and capacity building activities. There are some specificities in each biennium. For example, there is a large proportion of external resources for outcomes related to partnerships and outreach as well as monitoring and assessment in the biennium 2016-2017, while in (proposed) 2018-2019 there is a need for higher external funding for the development and implementation of technical tools. Therefore, mobilisation of funding should be focused more on these programmatic areas. Furthermore, since the gap in the 2018-2019 (proposed) budget to be covered by external resources that are not yet secured is small, the main challenge is to effectively plan the actions needed for an effective resource mobilization in the mid-term, i.e. for the biennium 2020-2021 and beyond.

26. The updated RMS is therefore two-fold. It first aims at ensuring that the gap in 2018-2019 overall budget is filled through fund-raising actions specifically targeted on the activities for which external funding is not yet secured. Such actions are also relevant to the next, 2020-2021, biennial budget. The second objective of the updated RMS is to identify actions that would support the mobilization of external funding (with a horizon of 10 years, by the end of the next MTS cycle, and

with a focus on that cycle’s first biennium), in order to support the implementation of the MAP programmatic objectives and actions. In this regard, the updated RMS aims to enable the Secretariat to enhance engagement with existing donors, and build relations and outreach to new partners and funders.

27. The updated RMS proposes a diversification of resource flows from a variety of donors. Such an approach would also enable the Secretariat to broaden the visibility and recognition of UNEP/MAP-Barcelona Convention and enhance the support and collaboration with new partners and donors.

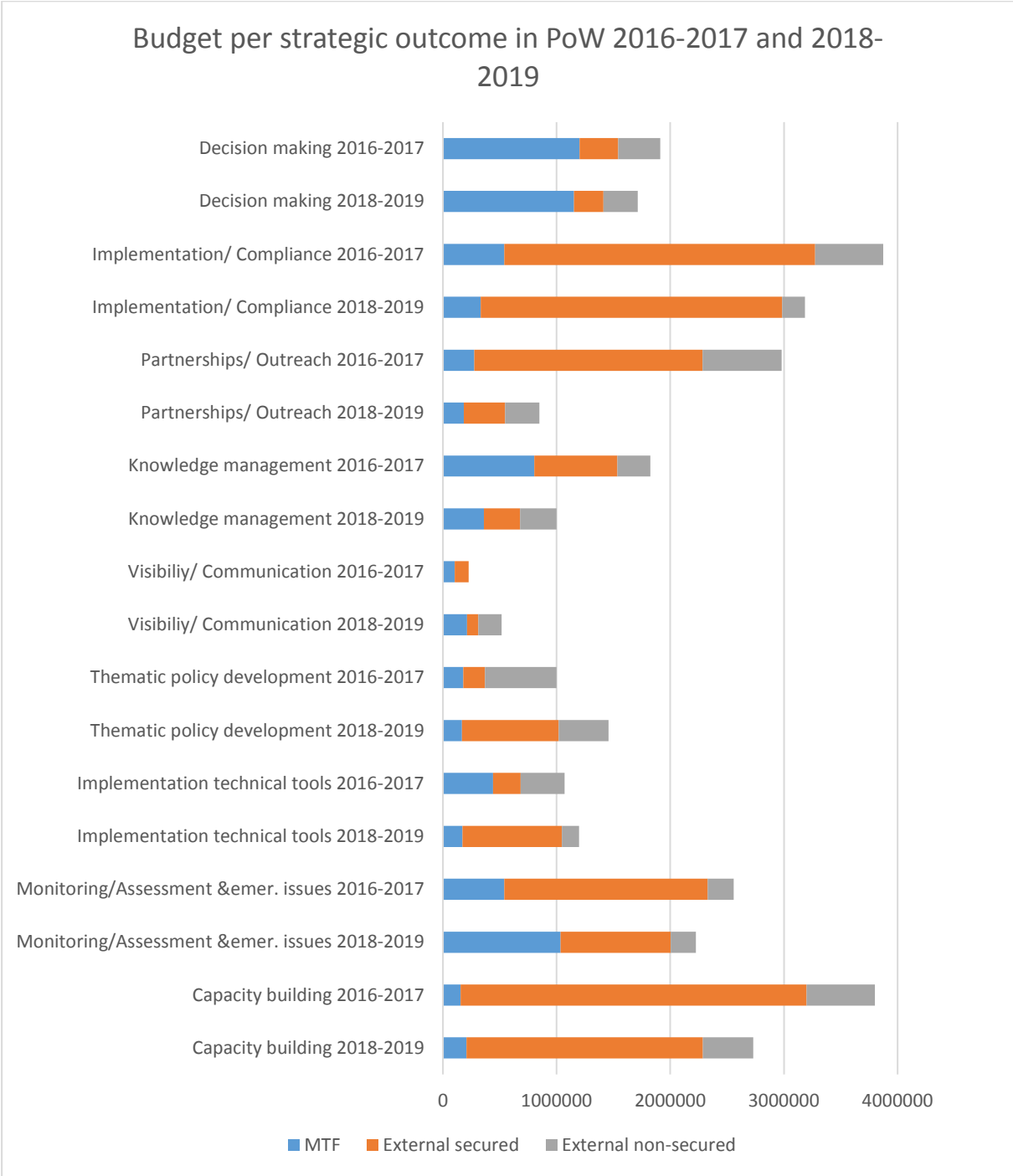


Figure 2. Budget per strategic outcome in PoW 2016-2017 and 2018-2019

6. Key actions needed to ensure effective resource mobilisation

28. Taking into account the funding situation, gaps and needs of the UNEP/MAP-Barcelona Convention system, as outlined above, and in order to ensure the effective implementation of its biennial PoWs and the overall implementation of the current and next MTSs, the updated RMS focuses on: (i) strengthening the contributions from “traditional donors”, including voluntary contribution from the Contracting Parties, and multilateral entities and MAP partners; and (ii) ensuring funding from sources not yet fully explored by MAP, including foundations, private sector and innovative mechanisms.

a. Investing more in effective outreach and communication

29. In order to increase the resource basis of the UNEP/MAP-Barcelona Convention system, it is critical to invest more in outreach and communication towards the Contracting Parties, MAP partners, key donors and the general public. Focus should be placed on promoting the impacts of MAP work and demonstrating the comparative advantages of the UNEP/MAP-Barcelona Convention system on the protection of marine environment in the Mediterranean region, especially regarding legal instruments, decision making, regional coordination, capacity building, science-policy interface, production and dissemination of environmental information, emergency response, monitoring and assessment, etc.

30. In this respect, the Coordinating Unit, in collaboration with MAP Components, could enhance outreach activities and organize annual donor consultation meetings, as described in detail in section 7, on communication tools and strategies.

b. Reaching out to the Contracting Parties

31. Funds originating from the Contracting Parties are, and should remain, the backbone of the MAP resource base, as they provide a predictable and secure source of funding for its core mandate. It is therefore important to raise the Contracting Parties’ engagement in supporting the MAP PoW with the aim to:

- Ensure a regular and prompt payment of the assessed ordinary contributions from the Contracting Parties;
- Support an increased number of voluntary contributions from the CPs, through strategic programme level agreements;
- Increase the assessed ordinary contributions of the Contracting Parties in line with the growing MAP mandate;
- Maintain an acceptable ratio between ordinary assessed and external funding for all the MTS themes.

c. Continuing and strengthening cooperation with multilateral entities and UNEP/MAP partners

32. Funding from “traditional” donors should be maintained and if possible enhanced. In particular:

- a. With regards to the EU-funded projects, work should continue on the same path, while additional funding opportunities could be also explored, including funds which are not purely destined to environmental protection but are relevant to the overall MAP mandate, such as the funds from Directorate-General for Maritime Affairs and Fisheries-DG MARE (EMFF), Directorate-General for Climate Action-DG CLIMA, Directorate-General for Research and Innovation - DG RTD, Directorate-General for European Neighbourhood Policy and Enlargement Negotiations-DG NEAR, etc.

- b. The existing effective cooperation with GEF should be continued in the future. Although it might be challenging to receive additional funds from GEF after the large-scale MedProgramme, funding opportunities should be explored, in line with the new GEF-7 Programming directions and policy agenda, building on MAP comparative advantages and on existing partnerships with other key regional and global actors (i.e. MoU with GFCM for sustainable fisheries and biodiversity conservation goals).

33. Based on the analysis of the past PoWs, it has been identified that the MTS cross-cutting theme on climate change adaptation is one of the themes most dependent on external funding, with a high proportion of non-secured external resources. In this regard, the MAP Secretariat should seek additional external funding opportunities to support related activities of the current and future MTS. New development funds established in response to the climate change agenda should be further explored and approached by UNEP/MAP, including the Green Climate Fund (GCF), the Adaptation Fund, etc. These funds could be pursued through joint programming and partnership collaboration with other international organizations and partners, in order to reduce work load while combining the technical expertise of the partners in joint proposal submissions. A similar approach should be followed for other MTS themes identified as more dependent on external funding, such as sustainable consumption and production.

34. In addition, it is important to continue strengthening the effective coordination with the MAP Components for the mobilization of resources and preparation of project proposals in a coordinated manner. Synergistic proposals should be further explored, through the Executive Coordination Panel (ECP), covering a wide range of MAP priorities and aiming at attracting more large scale funding. The current practice of shared calls for proposal and information on on-going projects will support complementarity and amplification of impact.

d. Exploring opportunities for partnerships with foundations and the private sector

35. There are many foundations and private sector entities focused and engaged in the thematic areas of concern that could be enlisted in becoming partners and supporters in the implementation of national and regional priorities within the MAP mandate. This requires a coordinated approach and communication outreach to bring on board a wide range of partners as funders. Furthering relations and engagement with the private sector will require for the Contracting Parties to approve a private sector guidance policy based on the one of UNEP, and agree to specific criteria and a policy for public-private partnership development. Having an agreed policy in place will assist the Coordinating Unit and the MAP Components in the establishment of the new donor relations, especially with private sector partners.

i. Foundations

36. The prioritized themes of the relevant foundations indicate that most funding is going to nature/biodiversity and less to “industrial” activities, such as transport and chemicals. Surprisingly, climate change funding is not the most significant priority. Encouragingly, “sustainable communities” and “circular economy” are moving up the priority list. This shows that environmental funders are adjusting their programmes in order to ensure better coherence with political priorities and general developments.

37. MAP should aim at enhancing funding from foundations. In doing so, it is important both to prioritize foundations that are interested in the MAP priorities and activities and to build relationships, as foundations prefer not to be seen as donors receiving funding proposals, but as partners. In addition, appropriate mechanisms should be established, which would make the modality of payments more attractive to foundations. This could be done in line with the respective actions of the broader UNEP RMS.

ii. Private sector

38. There are various ways for UNEP/MAP to engage in securing resources from the private sector. Corporate fundraising is a more complicated undertaking; engagement with the private sector should be undertaken on the basis of a long-term strategic partnership, offering more than just money. UNEP/MAP should first develop and adopt criteria for engagement with these entities based on the existing UNEP Policy and long-standing experience.

39. The following are a list of potential interactions that MAP could consider to establish with the private sector entities: (a) Philanthropic donations, (b) Grants from company foundations, (c) Technical support or collaboration on special activities or initiatives with the private sector entities, (d) Sponsorship of events, e.g. UN Coastal Clean Up Day, World Water Day, World Oceans Day, World Biodiversity Day, Mediterranean Coast Day and other similar events, and publications, (e) Exchange or donation of technical skills, services, personnel, etc. (for example, WFP has a special relationship with a private courier company and the company advises WFP on logistical issues and other efficiency factors in delivery issues).

40. With the view to building partnerships with the private sector and raising financial and non-financial contributions, there is a need to identify and map priority sectors, niche markets and industries relevant to MAP activities and assess appropriate tools and funding mechanisms for private sector contributions. Opportunities for tapping onto Corporate Social Responsibility (CRS) Funds should be also explored.

e. New and innovative source of funding

41. New and innovative funding possibilities should be further explored by UNEP/MAP. These may include crowd-funding, lotteries, environmental levies, etc.

42. To this end, examples that could be examined include the introduction of a 1 Euro surcharge on the ticket of passenger traveling on cruise ships in the Mediterranean in cooperation with the International Maritime Organization (IMO), the establishment of partnerships with regional hotel chains and tour operators to promote and distribute to their guests or clients a short promotional material on UNEP/MAP, and the production of a pin or ocean blue bracelet with the MAP's logo to be given as a token of appreciation to the voluntary contributors or further employed as a marketing tool to promote UNEP/MAP and expand its awareness to wider audiences.

7. Communication tools and strategies to approach donors

43. The initiatives proposed in the updated RMS will also require that the Coordinating Unit enhances its communications functions, with the view to finding new and innovative ways to showcasing the work undertaken in the framework of the UNEP/MAP-Barcelona Convention system, and especially the impacts of this work, as well as to improving MAP visibility and public recognition towards funding partners, new potential donors and the general public.

44. In any approach to mobilizing resources for the forthcoming programmatic periods, UNEP/MAP will have to contend with other institutions and initiatives in an increasingly competitive and demanding funding environment. Therefore, emphasis should be placed on raising awareness of the comparative advantages of UNEP/MAP-Barcelona Convention regarding policy development, implementation, regional coordination and capacity building potential.

In this regard, developing new relations with this wide range of partners will require dedicated staff with skill sets and experience in interacting with the present and new funding partners. The promotion of communication activities under the RMS should be also linked with the Communication Strategy.

45. In order to support the communication efforts towards enhanced resource mobilisation it is advisable for the Coordinating Unit, in collaboration with MAP Components, to organize annual donor consultation meetings, possibly on the occasion of major international ocean-related events such as Our Ocean conferences and ocean races and private sector fairs and events. Funding proposals and concept notes could be prepared and presented at the donors meeting, involving relevant resource mobilization or communication staff and with the promotion by volunteer Contracting Parties. This could help the enhanced coordination between the Coordinating Unit and MAP Components, develop a common approach towards donors, and help minimize staff travels to present individual proposals to donors.

46. Bilateral meetings with interested donors should be also considered during the preparation phase of the PoWs, focusing on relative parts/outcomes of the PoW requiring external funding, taking into account donors specific priorities, and building on past experiences.

47. Furthermore, with the view to approaching donors, information fiches on projects under implementation, would be very useful, including also projects that are developed but not yet funded.

48. The Secretariat should strengthen its participation in relevant global, regional and national meetings and conferences, as well as in events of the foundations where contacts can be established with funders and opportunities for funding of specific activities can be explored. Such efforts could be pursued in collaboration with other regional organizations, such as GFCM, UfMS, etc. UNEP/MAP could also develop a flexible and mobile exhibit to showcase at various meetings and events its published materials and documentation relevant to its thematic and strategic objectives.

8. The way forward

49. the Secretariat will prepare timelines for the various deliverables and initiatives proposed herein with the relevant budgetary requirements. This will make it possible for UNEP/MAP to evaluate the steps and measures taken to ensure it is on track with the deliverables and effectively demonstrate progress made, while also informing the Contracting Parties of any obstacles encountered.

50. The Contracting Parties' support is essential in ensuring the successful implementation of the RMS and mitigating unforeseen circumstances that could adversely impact and/or delay the implementation of the RMS.

51. The role of the ECP should be further strengthened in the identification of external resources and the preparation of project proposals. Focus can be placed on the development of synergistic proposals for potential donors, displaying the opportunities for delivering strategic outcomes by using the full MAP system in an effective and integrated manner, and promoting the development of multi-donor funds.

52. The tables in the Appendix list the strategic outcomes and key outputs of the MTS and indicate possible donors to be approached for their funding. This is not meant to be a comprehensive listing of funding sources to be approached but rather an indicative one; it represents an analysis of existing funding instruments and agencies (at the global, regional and national/bilateral levels), taking into account their priorities and mandates in relation to the marine and coastal environment, and their matching with the strategic outcomes and key outputs of the MTS, at a general level.

9. Recommendations

53. The following recommendations are addressed to the Secretariat and the Contracting Parties. They build upon the existing RMS recommendations and introduce new elements and proposals to enhance the potential of UNEP/MAP in securing new resources. Some of the recommendations can be

implemented without additional or new resources provided, while others will require further resources to be allocated before these specific recommendations can be implemented.

- Consider a possible regular increase of the assessed contributions to the MTF, since they provide the main guarantee for stable and predictable resources and demonstrate the continued commitment of Contracting Parties;
- Ensure adequate funding to fill the gaps from non-secured resources for the activities of PoW 2018-2019, focusing on strategic outcomes of the MTS that appear to be the most dependent on external funding, such as those related to implementation and compliance, thematic policy development and capacity building;
- Continue the effective coordination between the Coordinating Unit and the MAP Components for the mobilization of resources and preparation of project proposals. To this end, develop, through the ECP, synergistic proposals, covering a broad scope of MAP priorities, to attract more large scale funding, taking into account the MTS themes for which it has been proved difficult to secure the external resources needed;
- Continue and give high priority to the implementation and recommendations for better coherence, coordination and programme management as outlined in the forward of the Governance Paper;
- Make the management of donor funds and approaches an integral part of the programme management cycle, ensuring that all approaches for funding are guided by the MTS and the biennial Programmes of Work;
- Develop a system for close coordination at the country level between Focal Points of UNEP/MAP, MED POL and RACs, and GEF focal points, EU focal points and/or delegations, UN country offices, in order to help Contracting Parties to coordinate internally and to exploit funding opportunities;
- Encourage Contracting Parties to continue providing and to enhance voluntary contributions for the implementation of the MTS and the biennial PoWs;
- Maintain cooperation with the EU and identify opportunities for funding from DG Environment as well as from other DGs (DG Mare, DG Clima, DG RTD, DG NEAR, etc.);
- Enhance participation in EU funded projects, analyzing potential funding opportunities on various little accessed funding sources relevant to PoW implementation, i.e. in addition to the European Neighborhood Policy and GPGC, include Horizon 2020 and Technical Assistance and Information Exchange (TAIEX) opportunities;
- Identify additional funding opportunities from GEF, in line with GEF-7 Programming directions and policy agenda, considering the possibility of joint proposals using existing partnerships with key regional and global actors. Explore the opportunities offered by the planned stronger focus of GEF-7 on biodiversity protection at regional level, as well as new areas of potential support such as marine litter and sustainable fisheries (e.g. joint proposal with GFCM on issues of sustainable fisheries and biodiversity conservation through spatial protection measures etc.);
- Explore additional funding opportunities relating to the MTS crosscutting theme on climate change adaptation, such as the Green Climate Fund, the Adaptation Fund, etc.;
- Establish or reinforce the relationship with major international financial institutions such as EBRD, EIB, World Bank, IsDB;
- Establish relationships with major foundations, including the European Foundation Centre (EFC), and assess ways to improve the existing fund reception mechanisms in order to make them more attractive to possible donors;
- Identify areas of collaboration with the private sector, including by mapping key relevant sectors and themes, identifying donors with funding priorities matching the MTS themes most in need for external funding, and assessing tools and funding mechanisms to receive contributions from the private sector as well as opportunities for tapping on to Corporate Social Responsibility (CSR) funds and to specific technical partnerships (for example opportunistic monitoring activities);

- To this end, prepare specific private sector guidelines for UNEP/MAP, in line with relevant UNEP guidelines, to engage and develop the long-term collaboration with the private sector partners. Ensure the guidelines developed would protect the organization from reputational risks and would secure the credibility of the organization, while on the same time they will promote environmental protection and sustainable development;
- Identify and analyze potential new/innovative funding opportunities, including, as appropriate, green financial products, green investment mechanisms, crowdfunding, lotteries, environmental levies, etc., and make best use of innovative communication tools, such as social media;
- Strengthen and operationalize partnerships with other regional actors in approaching possible donors, by bringing an integrated plan of activities to the table;
- Establish a monitoring and evaluation mechanisms to measure progress on the updated RMS and prepare time lines for deliverables and report on results to the Contracting Parties;
- Design and implement new communication tools and strategies, to approach donors, putting the emphasis on the comparative advantages of the UNEP/MAP-Barcelona Convention system and the positive impacts of MAP action;
- Organize annual donor consultation meetings as well as targeted bilateral meetings with donors, especially in the phase of preparation of the PoWs;
- Strengthen awareness of Contracting Parties on funding opportunities and best practices, which are relevant to them to meet their obligations under the Barcelona Convention and the MTS implementation;
- Increase MAP representation in relevant meetings and events, and MAP visibility towards donors, foundations, the private sector and the general public;
- Keep the project fiches compilation regularly updated, including for projects not yet funded, as a tool to be used for communication and resource mobilization purposes;
- Increase human resource capacity for resource mobilization as well as for relevant communication activities in the Coordinating Unit; establish a mechanism to consistently manage the pool of projects financed by extra budgetary resources to consistently and efficiently support the management of external resources and the implementation of the activities that they fund.

Appendix I

Indicative List of Main Potential Donors for the Implementation of the UNEP/MAP MTS

TABLE 1. Strategic Outcomes and Indicative Key Outputs for Governance

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
1.1 Contracting Parties supported in the implementation of the Barcelona Convention, its Protocols, Regional Strategies and Action Plans.	1.1.1 Ratification of the Barcelona Convention and its Protocols by all Contracting Parties supported.	Bilateral donors ¹
	1.1.2 Effective legal, policy, and logistic support provided to MAP decision-making process including advisory bodies meetings.	Bilateral donors, EU
	1.1.3 Strengthen interlinkages between Core and Cross-cutting themes and facilitate Coordination at national level across the relevant sectors. In this context, examine the impacts of a transition to Thematic Focal Points within UNEP/MAP system for consideration at the COP 20.	Bilateral donors and national governments and regional development institutions
	1.1.4 Funding opportunities for regional and national priorities identified, donors/partners informed and engaged, through the implementation of the updated Resource Mobilization Strategy and Contracting Parties assisted in mobilizing resources.	
1.2 Contracting Parties supported in compliance with the Barcelona Convention, its Protocols, Regional Strategies and Action Plans.	1.2.1 Compliance mechanisms effectively functioning and technical and legal advice provided to Contracting Parties, including technical assistance to enhance implementation of the Convention and its Protocols including reporting.	International Development Law Organization (IDLO) could be a potential partner for technical/legal assistance to countries. Global Foundations could be funders
1.3 Strengthened participation, engagement, synergies and complementarities among global and regional institutions.	1.3.1 Regional cooperation activities promoting dialogue and active engagement of global and regional organizations and partners, including on SAP BIO, Marine Litter, SCP, ICZM, Related entities could support funding for regional co-operation MSP and Climate Change (e.g. regional conference, donor meetings).	Bilateral Donors, EU, Regional Development Banks, UNDP, UNFCCC,

¹ Bilateral donors also include ad hoc voluntary contributions from Contracting Parties

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
		IGOs, GEF, UfMS
	1.3.2 Participation in relevant existing or new international initiatives and dialogue (e.g. ABNJ, MPAs, Offshore, Sustainable Development) to highlight the Mediterranean regional specificities and increase synergies.	Bilateral, IGOs, private sector/foundations
	1.3.3 MSSD implementation set in motion through actions on visibility, capacity building and the preparation of guidelines to assist countries adapt the Strategy to their national contexts.	UN Sustainable Development Fund, Adaptation Fund, other similar funds
1.4 Knowledge and understanding of the state of the Mediterranean Sea and coast enhanced through mandated assessments for informed policy-making.	1.4.1 Periodic assessments based on DPSIR approach and published addressing inter alia status quality of marine and coastal environment, interaction between environment and development as well as scenarios and prospective development analysis in the long run. These assessments include climate change related vulnerabilities and risks on the marine & coastal zone in their analysis, as well as knowledge gaps on marine pollution, ecosystem services, coastal degradation, cumulative impacts and impacts of consumption and production.	Bilateral donors, Private sector entities and Foundations, European Investment Bank, European Bank for Reconstruction, and Development, EU
	1.4.2 MSSD implementation monitored, as appropriate and evaluated, as appropriate on periodic basis through the agreed set of indicators in line with SDG and the sustainability dashboard.	GEF, Private sector Foundations, IGOs
	1.4.3 Implementation of IMAP (the EcAp-based integrated monitoring and assessment programme) coordinated, including GES common indicators fact sheets, and supported by a data information centre to be integrated into Info/MAP platform.	EU (relevant EU Directorates), GEF

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
	1.4.4 Interface between science and policy-making strengthened through enhanced cooperation with global and regional scientific institutions, knowledge sharing platforms, dialogues, exchange of good practices and publications.	EU, Foundations, Bilateral donors, Scientific institutions
	1.4.5 Educational programmes, including e-learning platforms and college level degrees, on governance and thematic topics of MAP relevance organized in cooperation with competent institutions.	Foundations, Universities and Educational institutions
1.5 MAP knowledge and MAP information system enhanced and accessible for policy-making, increased awareness and understanding.	1.5.1 Info/MAP platform and platform for the implementation of IMAP fully operative and further developed, connected to MAP components' information systems and other relevant regional knowledge platforms, to facilitate access to knowledge for managers and decision-makers, as well as stakeholders and the general public.	EU, Bilateral Donors, Private sector entities engaged in Informatics, IT companies (potentially)
	1.5.2 Barcelona Convention online Reporting System (BCRS) updated and operational, improved and maintained, and complemented and streamlined with other reporting requirements.	Bilateral donors, EU
1.6 Raised awareness and outreach.	1.6.1 The UNEP/MAP communication strategy updated and implemented.	Foundations, Communication and public relation networks (pro-bono services)

TABLE 2. Strategic Outcomes and Indicative Key Outputs for *Land and Sea-Based Pollution*

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
2.1 Strengthening regional implementation of the obligations under the Barcelona Convention and 4 pollution-related Protocols, and of programmes of measures in existing relevant Regional Strategies and Action Plans.	2.1.1 Targeted measures of the regional plans/strategies facilitated and implemented.	Bilateral donors, EU, IGOs, Regional organizations, GEF
2.2 Development or update of new/existing action plans, programmes and measures, common standards and criteria, guidelines.	2.2.1 Guidelines, decision-support tools, common standards and criteria provided for in the Protocols and the Regional Plans, developed and/or updated for key priority substances or sectors.	Private sector Foundations, Regional organizations, GEF
	2.2.2 Regional programmes of measures identified and negotiated for pollutants/ categories (sectors) showing increasing trends, including the revision of existing regional plans and areas of consumption and production.	Green Climate Fund, GEF, EU, Regional Organizations, Bilateral donors, Private sector partners
2.3 Strengthening and implementation of marine pollution prevention and control legislation and policies at national level, including through	2.3.1 Adopted NAPs (Art. 15, LBS Protocol) implemented and targeted outputs timely delivered	National entities, Bilateral donors, EU, European Investment Bank, European Bank for Reconstruction, and Development, World Bank, IFA, GEF

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
enforcement and integration into sectorial processes.	2.3.2 NAPs developed to implement the Regional Strategy for Prevention and Response to Marine Pollution from Ships.	National Entities, IGOs, EU, IMO
	2.3.3 SCP Regional Action Plan (pollution- related activities) mainstreamed into and implemented through NAPs and national processes, such as SCP National Action Plans and NSSDs.	Private sector, Foundations, Bilateral Donors, IGOs, EU, GEF
2.4 Marine Pollution Monitoring and assessment.	2.4.1 National pollution and litter monitoring programs updated to include the relevant pollution and litter Imap indicators, implemented and supported by data quality assurance and control.	Bilateral Donors, EU, GPA
	2.4.2 Inventories of pollutant loads (NBB, PRTR from land-based sources, and from offshore and shipping) regularly updated, reported and assessed.	EU, European Investment Bank, European Bank for Reconstruction, and Development, Technical cooperation with Shipping Companies, GPA
	2.4.3 Marine pollution assessment tools (in depth thematic assessment, maps and indicator factsheets) developed and updated for key pollutants and sectors within EcAp.	Bilateral donors, EU, GEF
2.5 Enhanced capacity at regional, sub- regional and national levels including	2.5.1 Training programmes and workshops in areas such as pollution monitoring, pollutant inventories, policy implementation, common technical	National Entities, relevant IGOs

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
technical assistance and capacity building.	guidelines, authorization and inspections bodies, compliance with national legislation.	
	2.5.2 Pilot projects implemented on marine litter, POPs, mercury, and illicit discharges reduced, including through SCP solutions for alternatives to POPs and toxic chemicals and the reduction of upstream sources of marine litter for businesses, entrepreneurs, financial institutions and civil society.	WB, UNDP, GEF, EU, Private sector entities
	2.5.3 Marine pollution prevention and control measures and assessments integrated in ICZM Protocol implementation projects, CAMPs and related Strategic Environment Impact Assessments.	Bilateral Donors, GEF
2.6 Enhanced cooperation at regional, sub- regional and national levels to prevent and control marine pollution.	2.6.1 Agreements, synergies and exchange of best practices with key relevant global and regional partners and stakeholders with a particular focus on marine litter.	Regional Organizations, UfMS, International Environmental Organizations, EU
	2.6.2 Networks and initiatives of businesses, entrepreneurs and civil society providing SCP solutions contributing to alternatives to POPs and toxic chemicals and to reduce upstream sources of marine litter supported and coordinated.	EU, Environmental Organizations, GEF, Private sector partners
2.7 Identifying and tackling new and emerging issues, as appropriate.	2.7.1 Reviews/policy briefs developed and submitted to Contracting Parties on emerging pollutants, ocean acidification, climate change and linkages with relevant global processes.	Foundations, UNFCCC, UN/DESA, EU, Bilateral donors

TABLE 3. Strategic Outcomes and Indicative Key Outputs for *Biodiversity and Ecosystems*

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
3.1 Strengthening regional implementation of the obligations under the Barcelona Convention, and its relevant Protocols and other instruments.	3.1.1 A comprehensive coherent network of well managed MPAs, including SPAMIs, to achieve Aichi Target 11 in the Mediterranean set up and implemented.	Bilateral Donors, EU, GEF, FAO
	3.1.2 Most relevant area-based management measures are identified and implemented in cooperation with relevant global and regional organizations, through global and regional tools (SPAMIs, FRAs, PSSAs, etc.), including for the conservation of ABNJ, taking into consideration the information on Mediterranean EBSAs.	WB, GEF, UNDP, other relevant IGOs
3.2 Development of new action plans, programmes and measures, common standards and criteria, guidelines for the conservation of Coastal and Marine biodiversity and ecosystems.	3.2.1 Regional Action Plans for the conservation of Mediterranean endangered and threatened species and key habitats, on species introductions as well as the Mediterranean Strategy and Action Plan on Ships' Ballast Water Management are updated to achieve GES.	CBD, FAO, CMS, CITES
	3.2.2 Guidelines and other tools for the conservation of endangered and threatened Mediterranean coastal and marine species, key habitats, for non-indigenous species control and prevention as well as the management of marine and coastal protected areas developed/updated and disseminated.	GFCM, EU, GEF
	3.2.3 Marine Spatial Planning (MSP) and Integrated Coastal Zone Management (ICZM) applied in selected areas at a pilot level linking coastal and open sea areas subject to major pressures. To this end the information on EBSA areas could be used.	EBRD, WB, GEF, EU, Bilateral donors.
3.3 Strengthening national implementation of biodiversity conservation	3.3.1 NAPs for the conservation of Mediterranean endangered and threatened species and key habitats and on species introductions and invasive species developed/updated.	IPBES, TEEB, Foundations, IGOs, CBD, GEF

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
policies, strategies and legislation measures.	3.3.2 National measures developed and implemented to strengthen the protection and the management of relevant marine and coastal sites, especially those containing threatened habitats and species (including deep-sea habitats).	EU, National entities, UNESCO, GFCM
	3.3.3 Biodiversity and ecosystem protection actions integrated in CAMPs, other ICZM Protocol implementation projects and Strategic Environment Impact Assessments.	Partnering with Environmental Organisations/NGOs, IUCN, WWF
3.4 Monitoring, inventory and assessment of biodiversity with focus on endangered and threatened species, non-indigenous species and key habitats.	3.4.1 Monitoring programmes for key species and habitats as well as invasive species, as provided for in the IMAP are developed and implemented, including on the effectiveness of marine and coastal protected areas, and on climate change impacts.	EU, GEF, Foundations, Research institutes
	3.4.2 Biodiversity conservation assessment tools (in-depth thematic assessment, maps and indicator fact sheets) developed and updated to show trends at national, sub-regional and regional levels, and measure the effectiveness of the SAP BIO NAPs and Regional Action Plans implementation.	CBD, GEF, UNDP, EU, National Entities
	3.4.3 EcAp common indicators on biodiversity and non-indigenous species monitored through IMAP in MPAs and SPAMIs, and relevant data sets established.	CBD, EU, Foundations
	3.4.4 Inventory of vulnerable and fragile coastal and marine ecosystems and assessment of sensitivity and adaptive capacities of coastal and marine ecosystems to changes in sea conditions as well as of the role of services they provide developed.	IMO, UNESCO, EU
3.5 Technical assistance and capacity building at regional, sub-regional and national levels to strengthen policy	3.5.1 Capacity-building programmes related to the development and management of marine and coastal protected areas, to the conservation and monitoring of endangered and threatened coastal and marine species and key habitats, and to monitoring issues dealing with climate change and biodiversity	Foundations, Private sector, EU, Bilateral donors

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
implementation and compliance with biodiversity-related national legislation.	developed and implemented, including pilots to support efforts aimed at MPA/SPAMI establishment and implementation.	
	3.5.2 Training and awareness-raising programmes on SCP solutions contributing to the conservation of the ecosystems and biodiversity delivered to businesses, entrepreneurs, financial institutions and civil society.	ACCOBAMS, Private Foundations, Businesses, Private sector Foundations, EU
3.6 Enhanced cooperation at regional, sub- regional and national levels to protect and conserve biodiversity and ecosystems.	3.6.1 Joint strategies and programmes on biodiversity and ecosystem conservation developed, by taking into account NAPs in cooperation with relevant partner organizations at global and regional levels.	Bilateral donors, GEF, EU
	3.6.2 Businesses, entrepreneurs and civil society encouraged to use networks to disseminate SCP solutions contributing to biodiversity and ecosystems conservation coordinated through adequate mechanisms.	Private-public partnerships and Foundations, World Business Development Council
3.7 Identifying and tackling with new and emerging issues, as appropriate.	3.7.1. Coordination with the ongoing process towards the adoption of an Implementing Agreement on BBNJ (namely concerning marine genetic resources, marine protected areas BBNJ, and SIA).	EU, Bilateral donors, GEF

TABLE 4. Strategic Outcomes and Indicative Key Outputs for *Land and Sea Interaction and Processes*

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
4.1 Strengthening regional implementation of the obligations under the Barcelona Convention and its Protocols, and of programmes of measures in existing Regional Strategies and Action Plans.	4.1.1 Contracting Parties assisted in identifying, implementing and evaluating specific measures and tools to reduce pressures on coastal and marine areas (e.g. coastal setback, land policy measures, zoning).	Bilateral donors, EU, GEF, UNESCO
4.2 Development of new action plans, programmes of measures, common standards and criteria, guidelines.	4.2.1 Tools and guidelines for environmental assessments developed and applied (e.g. EIA, cumulative assessments, SEA).	Bilateral donors, IUCN, UNEP/GEF, EBRD
	4.2.2 Marine Spatial Planning defined in the context of the Barcelona Convention and applied, as appropriate.	National Authorities and Institutions, GEF EU
4.3 Strengthening national implementation.	4.3.1 New generation of CAMPs prepared to promote land-sea interactions, also addressing trans-boundary aspects, as appropriate.	National institutions, EU, EBRD
4.4 Monitoring and assessment.	4.4.1 Mapping of interaction mechanisms on coastal and marine environment at regional and local levels developed, including assessment of the risks of sea level rise and coastal erosion, and their impacts on coastal environment and communities.	UNFCCC, FAO, UNESCO, UNEP/GEF
	4.4.2 National coast and hydrography monitoring programmes developed and updated to include the relevant IMAP common indicators, interactions and processes.	National Entities, EU, GEF
4.5 Enhanced capacity at regional, sub- regional and national levels including technical assistance and capacity building.	4.5.1 Capacity building for the application of tools for assessing interactions and integrating them in planning/management of coastal and marine environment implemented.	FAO, UNESCO, EBRD, AfDB

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
4.6 Enhanced cooperation at regional, sub- regional and national levels.	4.6.1 Networks of CAMPs and other ICZM Protocol implementation activities established and cooperation undertaken with other partners to promote the exchange of data, experience and good practices established.	Bilateral donors
4.7 Identifying and tackling with new and emerging issues, as appropriate.	4.7.1 Additional stresses relevant to the Convention on water resources due to climate change assessed in cooperation with other regional interested stakeholders	UNFCCC, World Water Council, UNESCO, FAO, EBRD, UNDP
	4.7.2 Reviews/policy briefs developed and submitted to Contracting Parties, inter alia impacts from possible tsunami cases explored.	

TABLE 5. Strategic Outcomes and Indicative Key Outputs for *Integrated Coastal Zone Management*

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
5.1 Strengthening regional implementation of the obligations under the Barcelona Convention and its Protocols, and of programmes of measures in existing Regional Strategies and Action Plans.	5.1.1 The Mediterranean regional framework for Integrated Coastal Zone Management is defined and put in effect.	Bilateral donors
	5.1.2 SAP BIO, SAP MED, Offshore Action Plan and Strategy to combat pollution from ships implemented in an integrated manner, including through the Mediterranean regional framework, as set out in ICZM Protocol to enhance the sustainable use of marine and coastal resources.	Innovative Financing Mechanism, Private sector partners, EU
	5.1.3 Action Plan for the implementation of the ICZM Protocol further implemented; Status of Implementation reported.	Private sector partners, National Authorities
5.2 Development of new action plans, programmes of measures, common standards and criteria, guidelines.	5.2.1 Action Plan for the implementation of the ICZM Protocol updated.	National Authorities
	5.2.2 Methodological framework for land and sea interactions, considering in particular MSP and ICZM, developed and applied.	National Entities, EU, Bilateral donors
5.3 Strengthening national implementation.	5.3.1 National ICZM Strategies including streamlining pollution, biodiversity, adaptation to climate change and SCP, land and sea interaction as well as sustainable cities prepared and applied.	EBRD, UNFCCC, CBD, UNDP
	5.3.2 Countries assisted in carrying out gap analysis on national legal and institutional frameworks for ICZM in order to streamline as need be the ICZM Protocol provisions into national legislations.	National Authorities, EU
	5.3.3 SCP Regional Action Plan activities and climate change adaptation issues mainstreamed into and implemented through ICZM national strategies, as well as CAMPs and other ICZM	EU, UNFCCC, Bilateral donors

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
	Protocol implementation projects.	
5.4 Monitoring and assessment.	5.4.1 Fact sheets for ICZM indicators developed to evaluate the effectiveness of coastal and marine resources management measures.	Bilateral donors, IUCN
5.5 Enhanced capacity at regional, sub-regional and national levels including technical assistance and capacity building.	5.5.1 MedOpen Training Programme on ICZM regularly updated and implemented, in coordination with the relevant NFPs.	EU, EBRD, UNESCO, UNDP
5.6 Enhanced cooperation at regional, sub-regional and national levels.	5.6.1 ICZM coordination enhanced through: (i) Mediterranean ICZM Platform; (ii) National ICZM coordination bodies.	National Institutions, Regional Entities, EU, Bilateral donors

TABLE 6. Strategic Outcomes and Indicative Key Outputs for *Sustainable Consumption and Production*

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
6.1 Development of new action plans, programmes of measures, common standards and criteria, guidelines and implementation of current ones.	6.1.1 Selected actions of the SCP Action Plan directly contributing to prevent, reduce and eliminate marine pollution and protect/enhance biodiversity and ecosystems as well as address climate change in the marine and coastal areas of the Mediterranean identified and implemented.	EU, Private sector partners, CBD, UNFCCC, Foundations, Innovative Financing Mechanisms
	6.1.2 Methodological tools for SCP mainstreaming in CC adaptation and mitigation regional strategies and frameworks developed.	EU, Bilateral donors, UNFCCC, Green Climate Fund
	6.1.3 Methodological tools for SCP mainstreaming in the priority areas of consumption and production of the Regional Action Plan on SCP - tourism, food, housing and goods manufacturing implemented and new ones developed for other sectors.	EU, National Entities, Private sector partners, Academia, Business, Schools
6.2 Monitoring and assessment.	6.2.1 SCP Action Plan indicators aligned with MSSD relevant work, identified, selected and factsheets developed.	Bilateral donors, EU
6.3 Enhanced capacity at regional, sub-regional and national levels including technical assistance and capacity building.	6.3.1 Training and support programme for green entrepreneurs and civil society as SCP drivers.	Private sector partners, Innovative Financing Mechanisms

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
6.4 Enhanced cooperation at regional, sub-regional and national levels to prevent and control marine pollution	6.4.1 Establishment of networks and initiatives of businesses, entrepreneurs, civil society, providing SCP solutions promoted.	EU, Private sector partners, Foundations
	6.4.2 A Mediterranean SCP Hub for knowledge exchange and networking fully operative and performing as connector and lever for new partnerships and initiatives providing SCP solutions.	EU, UNESCO, UNEP, GEF

TABLE 7. Strategic Outcomes and Indicative Key Outputs for *Climate Change Adaptation*

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
7.1. Strengthening the regional implementation of the obligations under the Barcelona Convention and its Protocols, and of programmes of measures in existing Regional Strategies and Action Plans.	7.1.1 Climate Change Adaptation main activities identified and mainstreamed into the implementation of existing regional strategies, regional action plans and measures.	EU, Bilateral donors, UNFCCC, Green Climate Fund, SCCF
	7.1.2 Selected actions of the SCP Regional Action Plan directly contributing to address climate change in the marine and coastal areas of the Mediterranean implemented.	Business Council On Climate Change, EU, National Entities
7.2 Development of new action plans, programmes and measures, common standards and criteria, guidelines.	7.2.1 Climate Change Adaptation, including related vulnerabilities and risks, key activities mainstreamed into the development of new updated regional strategies, regional action plans and measures addressing biodiversity, pollution and land and sea interaction.	Adaptation Fund, CBD, UNFCCC, EU, SCCF
	7.2.2 Climate Change-related vulnerabilities and risks considered in the development and implementation of biodiversity, pollution and land and sea interaction related regional strategies, action plans and measures through the EcAp.	CBD, UNFCCC, EU, UNEP/ GEF
	7.2.3 Promote integration of ecosystem-based responses in National Climate Change Adaptation Strategies.	EU, UNFCCC, Adaptation Fund
7.3 Strengthening national implementation.	7.3.1 Climate change adaptation priority fields identified and mainstreamed into the relevant MAP policies, as appropriate.	National Entities, EU, UNFCCC, SCCF
7.4 Monitoring and assessment.	7.4.1 Climate Change vulnerability issues considered in existing	UNFCCC,

Strategic Outcomes	Indicative Key Outputs	Main Possible Donors and Partners
	monitoring programmes.	Adaptation Fund, Green Climate Fund, SCCF