



DEVELOPMENT OF GUIDEBOOKS FOR MARINE PROTECTED AREAS MANAGERS IN THE MEDITERRANEAN

ASSESSMENT

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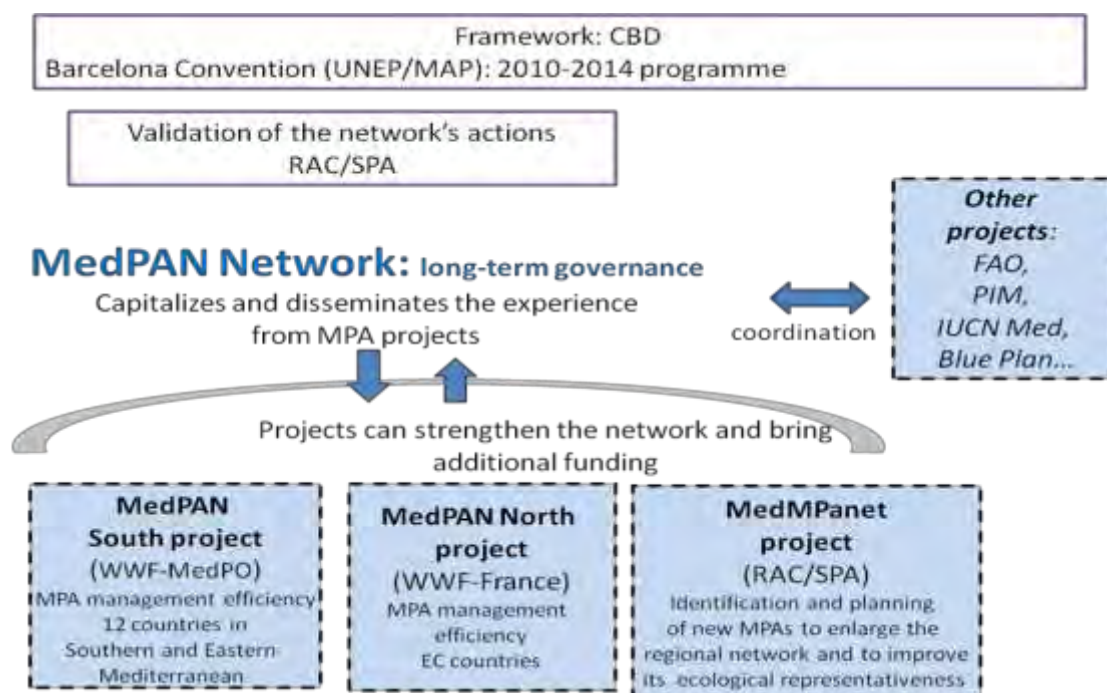
1. PREAMBLE

Born in 1990 and revived by WWF France in 2004, the MedPAN network brings together MPA managers in the Mediterranean and supports them in their management activities. Becoming an independent structure based in Hyeres (France), MedPAN association works with many strategic partners to achieve its objectives. The MedPAN Association is particularly partner with the Regional Activity Centre for Specially Protected Areas (UNEP-MAP-RAC/SPA) which has the role to validate the actions of the association and to support a number of activities especially within the MedMPAnet Project. The Association is also a partner of the WWF Mediterranean Programme Office and WWF France within the framework of the implementation of the MedPAN South Project and MedPAN North Project, respectively

The network became a legally independent structure at the end of 2008, aiming at promoting a sustainable network of marine protected areas (MPAs) managers. It acts to build the capacity of Mediterranean MPA managers through the exchange of best practices, training and the development of pertinent management tools.

To effectively respond to the needs of the network members and partners (38 members and 18 partners in February 2012), MedPAN, RAC/SPA and WWF-Mediterranean are planning to strengthen the MPAs creation mechanism along with the capacity building improvement of MPAs managers. This global approach has already started and is under way through the activities of the association and activities developed by the partners through MedPAN South Project (WWF Mediterranean), MedPAN North Project (WWF France) and MedMPAnet Project (UNEP-MAP-RAC/SPA).

Figure 1: Connection of the MedPAN Association activities with other project



The capacity building improvement has been already initiated, in particular through training workshops organized on MPA management planning (Tabarka, Tunisia, 14-23 November 2009), planning for sustainable fisheries in MPAs (Kas, Turkey, 3-10 October 2010) and planning for sustainable tourism (Split, Croatia, 3-8 October 2011).

Finally, MedPAN Association, RAC/SPA and WWF-Mediterranean are planning to develop specific MPA management tools and guidebooks for more effective management of MPAs in the Mediterranean.



2. THE CHALLENGE

MedPAN Association, RAC/SPA and WWF-Mediterranean, in alignment with its partners, intends to define an overall framework for the development of future MPA management tools and guidebooks to ensure that these are fully adapted to the Mediterranean context and effectively respond to needs of the MPAs managers. A collection of future MedPAN guidebooks could be designed. A user-friendly internet interface will be then designed and established within the MedPAN official website for MPAs managers; practitioners and other relevant users could easily access all tools developed by MedPAN or its partners.

Many tools and guidebooks exist worldwide and have been produced to date by many international, regional, national and local institutions and organizations. Tremendous efforts have been made to that effect and products of high quality have been developed to date. However, despite this proliferation and the undeniable quality of these products, many returns reported very limited use of those tools/guidebooks by managers.

In 2010, MedPAN Association conducted a preliminary study with Mediterranean MPA managers to:

- Identify the management tools and guidelines for MPAs and PAs, existing in the Mediterranean but also in the world, in order to assess the gaps and the tools to be developed or adapted;
- Assess the use of these guides by MPA managers in the Mediterranean;
- Synthesize the priority topics for managers to develop or adapt the methodological tools;
- Set up 2010-2013 action plan for MedPAN Association.

The responses have drawn a mixed picture of the usefulness of these tools, generally considered as non satisfactory for one or many of the following reasons:

- Some MPAs already have adequate management plans;
- These documents are heavy, making them tedious reading;
- The language used in these documents is not necessarily accessible to all audiences;
- Or some interesting tools are not enough disseminated or promoted and are thus not well known or unknown.

Details of the study are available on the website of the MedPAN network:
<http://extranet.medpan.org/upload/1821.pdf>

As it is therefore difficult to adapt or improve existing tools/guidebooks, new ones tailored to the needs of the MPAs in the Mediterranean should be developed by MedPAN Association and its partners specifically.

This mission, subcontracted to the Cabinet Thétis Conseil and Pollen Agency, will lead to refine the assessment of MPA managers needs in order to define an overall framework for the development of future MPAs management tools and guidebooks, fully adapted to the Mediterranean context, along with the development of guidelines for the future website platform

This mission is coordinated by a Steering Committee including MedPAN Association, UNEP-MAP-RAC/SPA, WWF MedPO and other Mediterranean partner organizations¹, under the supervision of an advisory group composed of managers and experts

The mission will be undertaken, according to the three following steps:

- A first step to refine the assessment of managers needs for guidebooks/tools specific to MPAs,
- A second step to define procedures and criteria to develop guidebooks/tools which will serve to create MedPAN “collection”
- A third step to develop guidelines for the future website platform of MedPAN association

Parallel to the study on the development of management guides, WWF, RAC/SPA and MedPAN Association collaborate in the framework of another project to strengthen the capacity building of MPAs through a more integrated approach.

The project objective is to develop a strategy for capacity building meeting the needs of regional, national and local MPAs management in the Mediterranean. The study includes in particular the priority training needs of MPA managers. These results will serve as additional source of information for the present study on the development of management guides.

¹ IUCN, ATEN, Conservatoire du Littoral, Agence des Aires Marines Protégées, WWF France

3. METHODOLOGY

The present study on the development of guidebooks for Marine Protected Areas managers in the Mediterranean is undertaken in the continuity of the work initiated by the MedPAN Association in 2010.

In order to take into account the needs of each manager for the development or the adaptation of management tools and to evaluate the impacts of these guides on the effective management of MPAs, MedPAN Association sent in April 2010 two questionnaires (one short and one long) to the Mediterranean MPA manager :

- The short questionnaire has been widely diffused to MPA managers in the Mediterranean (220 persons). The objective of this questionnaire was to collect rapid information on priority topics from a broad group of managers. Among 12 subjects, managers have to choose at least 3 priority topics of them (Annex 1).
- The long questionnaire has been sent to a target number of Mediterranean MPA managers (12 managers) involved since longtime in the MedPAN network in the North, East and South of the Mediterranean. The aim of this questionnaire was to get more detail on the expectations and needs of questioned managers (Annex 2).

Through these questionnaires, the MedPAN Association was able to collect and analyze responses of 23 managers for the short questionnaire (Annex 3) and 12 managers for the long questionnaire (Annex 4).

The present study on the development of management guides, subcontracted to Cabinet Thétis Conseil in partnership with Pollen Agency, allows continuing and deepening the study initiated by MedPAN Association in 2010.

A questionnaire had been prepared both in French and in English. On the basis of comments of the steering committee, the questionnaire had been finalized, validated and then transmitted to a sample of 20 managers and/or administrators of marine protected areas. 14 questionnaires have been indeed returned.

This questionnaire had been designed in order to check the results obtained by MedPAN in 2010 as regards the evaluation of the existing tools and guides and to assess the needs of the managers to improve their management capacity. The views of the managers and a panel of experts on the existing supporting materials and their proposals are necessary to improve the efficiency of future supporting materials for the best management of the MPAs.

This questionnaire refers to the supporting materials elaborated in other parts of the world and in the Mediterranean, in particular those already prepared by MedPAN and its partners.

This questionnaire is also dealing with all those aspects which will then make it possible to produce effective tools and guides in line with common expectations of managers or with due attention to geographical and cultural specificity, the MPAs specificities, the managers competence, etc.

This questionnaire (annex 5) had been elaborated as follows:

- A first item which allows to identify the person who responded to the questionnaire
- The second item deals with the general characterization of the MPA, its management staff and the main management challenges being faced
- The third assesses the relevance of the form and content of the existing guides. This assessment is not based on an existing list but rather on guides being able to score managers or that they remember
- The latter allows respondents to suggest topics among a range of themes selected on the basis of an existing list of management guides and also on the basis of other emerging topics that could be developed in management guides.

Three direct interviews with managers were carried out. They used to gather additional information on existing guides, their form, their content, the objectives managers advocate for practical and operational management guides and their suggestions to complement the guides.

The answers had then been analyzed so as to check whether there was a certain homogeneity between the MPAs, either through their characteristics or faced challenges, the experience of managers, their views on the content and the form of the existing guides and finally on the topics they think they should be developed in new guides.

The compilation and cross-checking of the answers received as well as a review of the main available management guides will make it possible to identify the most urgent topics to be developed, the form of the guides and the accompanying measures to be implemented.

4. RESULTS AND INTERPRETATION

Over twenty respondents, 14 have submitted their answers (annex 6).

While this sample is not statistically sufficient to treat the responses, however, it is enough to bring out the necessary outlines and guidance to build a new approach to the development of new guides or to the adaptation of the existing ones.

The responses have come from sites or countries equitably distributed throughout the Mediterranean and representative of the distribution of MPAs, respectively between western and eastern basins, between the north and the south shore and finally between European and non European countries.

4.1. MAJOR ISSUES FOR MPA MANAGERS

4.1.1. Issues related to MPAs

Almost all respondents (13 over 14) noted the presence of potentials/issues related to the presence of habitats, species but also cultural potentials of MPAs in which they are directly or indirectly involved (annex 7).

The *Posidonia* meadows and the coralligenous appear among the most cited habitats. A multitude of patrimonial species were cited especially *Posidonia oceanica*, *Pinna nobilis*, *Corallium rubrum*. 11 respondents out of 13 which indicated the presence of cultural issues, quoted in particular the presence of traditional fishing practices in their MPAs, confirming the importance of such practices in the Mediterranean and the need for their preservation.

4.1.2. Risks and threats on MPAs

The major risks are related to recreational activities, introduction of alien and invasive species, overfishing, illegal fishing and pollution problems, in particular the anthropic pollution. Those associated with trawling, overcrowding, civil and military maritime activities and harpoon fishing are mentioned at a second level (annex 8).

Moreover, one manager has drawn attention to the risk attributed to a very common practice in some countries of the south basin of the Mediterranean, which consists simply on the use of dynamite for marine resources fishing.

4.1.3. Emerging issues

As regards the emerging issues, there is an almost total agreement on the problems of the invasive species. In fact, while 11 over 14 questioned persons consider the biological invasions as a risk or a threat for their MPAs (previous section), 13 of these persons consider the biological invasions as an emerging issue (annex 9). This truly confirms the managers concerns about the vulnerability of the Mediterranean to biological invasions because of its communication with the Atlantic Ocean, both red and black seas, the intensive sea traffic and the lagoons and bays which had been invaded by fish farming and shellfish aquaculture.

Climate change appears also on the head of the major emerging issues in the Mediterranean. In accordance with the international community, the Mediterranean one is paying more attention to the problems related to climate change and gives them more dominant place on the environmental agenda.

4.1.4. Managers Knowledge improvement issues (cross-cutting issues)

4.1.4.1. Ecosystem Approach

Managers have mostly suggested all the topics that could be integrated into an ecosystem approach while we noted over the responses a less interest, though significant on aspects related to ecological corridors showing that the concern of managers is focused on their sites (annex 10).

4.1.4.2. Network Approach

Managers have mostly suggested that more attention should be paid to information exchange at regional level and a lesser degree to the establishment of databases. It clearly appears that improved knowledge of managers could be strengthened through the exchange within a network approach and the use of databases, which is in perfect harmony with the current and planned objectives and actions of MedPAN association (annex 11).

4.1.5. Conclusion on major issues

In this first section dedicated to the analysis of the emerging issues, it clearly appears that the main potentials of the Mediterranean MPAs are linked to the presence of habitats, species but also cultural potentials.

The major risks are related to recreational activities, introduction of alien and invasive species, overfishing, illegal fishing and pollution problems.

The major emerging issues of the Mediterranean MPAs are mainly linked to those related to the biological invasions and climate change.

The managers' concerns about the vulnerability of the Mediterranean to biological invasions is related to its communication with the Atlantic ocean, both Red and Black Seas, the intensive sea traffic and the lagoons and bays which had been invaded by fish farming and shellfish aquaculture. This points to the necessity to improve knowledge and research efforts, to improve understanding and awareness, to strengthen responses in terms of management and to reinforce appropriate legal and institutional mechanisms.

Climate change problems appear also among the major emerging issues in the Mediterranean. Its impact will continue increasing with time. By protecting the important habitats and ecosystem functions (such as the coastal carbon sinks), the MPAs could serve as the foundation for mitigation and adaptation strategies based on the ecosystems. Today more than ever before it is necessary to have an in-depth change in the way the MPAs are

designed, managed and regulated so that the main components of the marine ecosystems can adapt themselves to climate change.

Finally, it comes out from this analysis that the improvement of managers knowledge is more than necessary. It could be strengthened through the exchange within a network approach and the use of databases, which is in perfect harmony with the current and planned objectives and actions of MedPAN association.

4.2. USE AND ASSESSMENT OF EXISTING GUIDES

4.2.1. Known Guides

Most respondents (10 out of 14) confirm knowing certain existing guides they already used. The table 12 in annex summarizes and lists the existing guides used by respondents according to the specificities of their MPAs.

However, the topics of interest depend on the specificity of each area. Guides on the management and monitoring of scuba diving on the one hand and those relating to anchorages and moorings seem to be the best known.

4.2.2. Guides specifically developed within MPAs

Some MPA managers (4) have developed management guidelines specific to their MPAs (annex 13). These guides have been distributed either dedicated to internal use.

On the need to improve these specific guides, managers simply believe and recommend bringing more updates to reflect the progress of knowledge and techniques. They fully agree to share their management tools with the Mediterranean MPAs managers.

4.2.3. Relevance of existing guides

Through their responses, managers gave opinions on the guides dedicated to protected areas management. The responses have not been based on a specific list that would have been difficult to annotate, but generally on the basis of any document they know or they could use, regardless its source.

Although most of the respondents confirm they were driven by the need to consult management guides and that these management guides seem to be sufficiently accurate, their relevance in order to improve the proper management of MPAs does not meet significantly the expectations (annex 14).

This relative inadequacy of the specific management needs may explain the lack of interest to a large number of guides (except alright those they have produced to meet their own needs). Elements that justify this assumption are set out in more details in the table of the following chapter.

4.2.4. Causes of non use of existing guides

The above-mentioned findings were confirmed by the responses on the non-use causes of guides. In this context, the trends are quite clear and it appears that the main causes of non-use guides pertain to:

- Lack of dissemination and availability of management guides for managers of MPAs,
- Very complex implementation resulting from the lack of practical information,
- Inappropriate content to the local context.

This finding was confirmed through the direct interviews with three questioned managers (annex 15).

4.2.5. Assessment of the content and format of management guides

The responses lead to make a general overview on the content and format of known guides by managers who answered the questionnaire (annex 16).

Broadly speaking, respondents reported that the content and format of existing and / or consulted management guides are good. If we rather refer to direct interviews, the following suggestions have been advanced to improve the guides:

- Further adapt the content to the Mediterranean even local context
- include more practical information and concrete examples for the best implementation, so that the contents can be directly used for management purposes
- Develop more attractive format, containing practical illustrations to facilitate, step by step, the implementation of the proposed actions and activities
- Link the guides to more iterative/Interactive tools which could be featured on the website of the MedPAN association (videos, photos, maps, GIS...) that allow either a better understanding of the guides contents, or the possibility to complete them.

4.2.6. Actions to improve the usefulness of guides

Accompanying measures to use the existing and planned management guides are a priority for the Mediterranean managers. These accompanying measures should include, in order of priority (annex 17):

- The development of a network of resource/key persons to be contacted
- The organization of field training sessions

- The organization of training workshops (which seems less priority than field sessions, according to the interviewed persons)

“It is important to consider that each MPA is a special case (bio geographical situation, legal systems and administrative staff, technical means...). Thus, the use of management guides as well as moving from theory to local practice often deserves special attention and technical support”, reported the representative of the National Park of Port Cros.

Finally, responses from certain non French /English speakers stress the need to translate guidelines into their respective languages.

4.2.7. Conclusion on the assessment and use of existing guides

Given all the above, the analysis of responses looks a bit difficult considering that (i) some managers use tools only partially, (ii) others do not apply them to their MPAs and (iii) certain managers do not use tools and management guides. It is however sufficient to evaluate the usefulness and possible adaptation of the existing guides.

The methodological tools and management guides were developed so as to support the management of MPAs and are thus considered as essential tools for good management practices. They are directly dedicated to MPAs managers and/or other stakeholders in connection with these structures.

Although the existing tools and guides address different topics for the creation and management of MPAs, the relevance of these guides in order to improve the specific management of MPAs does not seem to meet the expectations of managers given the following reasons:

- Many tools are not well adapted to the Mediterranean or local (MPAs) context
- Many tools lack of practical information and concrete case studies for implementation
- Many tools lack dissemination and availability for MPAs managers
- Many tools are not iterative/interactive to serve as effective tools for awareness and dissemination
- Many tools are only available in English or in French
- Many emerging issues such as biological invasions and global changes are still not addressed or only beginning to be addressed at Mediterranean level

Accompanying measures to use existing and or planned management guides are a priority for the Mediterranean managers. These accompanying measures should be implemented in the following order of priority:

- The development of a network of key persons to be contacted to address some issues related to the management

- The organization of field training sessions serving as a test for the implementation of management guides recommendations (monitoring, restoring environments and habitats...) and to make managers more self-sufficient in the implementation of recommended methodologies and protocols
- The organization of more conventional training workshops, dedicated to treat conceptual aspects or aspects that do not require "field sessions" or simply organize additional sessions to field sessions when necessary, but not the contrary.

In the bulk, it is important to consider that:

- Each MPA is a special case and the use of management guides as well as moving from theory to local practice often deserves special attention and technical support.
- The MedPAN Association through its network of managers and its direct and indirect connections with its partners may proceed either to improve or adapt existing management guidelines and create new and relevant management guides.
- MedPAN network in collaboration with its partners could provide direct answers to the management needs of MPA managers, but also put forward solutions to emerging issues that will become major concerns in the coming years (e.g. global changes: invasive species, climate change).
- The MedPAN Association should be present to promote and facilitate this process and support managers in their approach and provide essential tools for good management practice.

4.3. MPA MANAGERS NEEDS

4.3.1. Issues to which managers do not have solutions

This chapter deals with the identification of issues to which the managers have no answers. Through their responses, managers put their finger on the priority issues to which they do not find entire or partial solutions and practical answers, despite the existence of a literature devoted to them.

The **7 priority topics** are (annex 18):

- Socio-economic monitoring
- Funding and micro-funding for MPAs management
- Overfishing
- Illegal fishing
- Ecological monitoring
- Assessment of global change impact
- Regulation enforcement

Apart from the proposed issues in the questionnaire, three managers stressed other ones which they deem to be relevant for the marine protected areas as well as of general relevance:

- Support on global change, in particular climate change
- Sustainable development
- Coastal erosion
- Agricultural development
- Attenuated mode of transport (energy saving and low impact)
- Sustainable tourism
- Urban development and land-use management
- Choice of alternative and compensatory income generating activities
- Reflexion on adaptive and effective regulations
- Problems related to human resources (difficulty for public institutions/protected areas) to meet the staffing needs due to cyclical limitations
- Surveillance

The most often mentioned unresolved challenges are related to fisheries and monitoring (ecological and socio-economic). This highlights the urgent need to tackle fisheries problem as the imbalance resources-effort/demand is important. As regards the monitoring, it is mostly due to the multiplicity and specificity of the monitoring to be performed but also to the sparse documentation outlining concrete and operational approaches.

Less often mentioned but just as important are the MPAs financing aspects as well as the impacts of global change, still not well known as far as scientific community and managers are concerned and related documents are not operational enough.

4.3.2. Priority topics for MPA managers

Many suggested topics in the list provided to the managers within the questionnaire have been already developed in existing guides or books. Nevertheless, given the results of the first survey made by MedPAN Association which showed managers dissatisfaction towards the content and format of these documents, they were suggested again so that to evaluate the possibility to readapt them in order to meet the needs.

The priority topics (Annex 19) pertain to:

- Management of fisheries in general and specifically awareness and communication on sustainable fisheries
- Planning for sustainable tourism
- Surveillance at sea
- Environmental education in MPAs

- Monitoring in general, especially ecological monitoring including invasive species and monitoring of visitors
- Habitat management
- Sustainable financing in MPAs of MPAs
- Communication in MPAs
- Aspects related to environmental engineering
 - Restoration of fisheries resources
 - Eradication of marine invasive species
- Natura 2000 marine sites processes

If we compare these results with those arising from the 2010 MedPAN preliminary study and the first results of the capacity building strategy being developed (Annex 20), we notice firstly a similarity of results across MedPAN studies dedicated to guides and management tools and a certain disparity in the results with those coming out from the first stage of the capacity building strategy study.

The priority topics for the development or re-adaptation of management tools and guides are related to fisheries, tourism, environmental monitoring and police of nature, and the long term environmental education. Some similarities exist between these results and those arising from the strategy, but looking closer we see that the priority requests in the latter pertain mainly to conservation, fisheries and tourism which are the main factors of pressure and disturbance on this primary purpose.

The differences between the results of both studies and the strategy probably emanate from the following facts:

- The development of the questionnaires
- The respondents: a mixture between managers and institutionals for the strategy, managers mainly for the studies related to the guides and management tools. the results from the latter show the emergency faced by managers in the field, in more details through sub-topics,
- The context: Strategic for the capacity building study and operational for the studies dedicated to guides and management tools.

4.3.3. Conclusion on managers needs

It is important to mention that information exists for many mentioned topics. This information might be fragmentary or incomplete or included in some management documents. Some have already been developed in guides and management tools.

These topics had been raised anyway because managers feel reaching a deadlock: there is a lack of knowledge about available documents, missing or inadequate information (often on operational level), new challenges, context specificity and not mastered working language.

It is also necessary for each topic to respond pragmatically to managers needs, to provide them with information in the most optimal form and to coach them. It is also necessary to point out and introduce them to appropriate topics of local or global interest.

Explanations related to topics are reviewed below according to the level of responses recurrence in the questionnaire and therefore what may appear as a priority order.

4.4. SYNTHESIS OF AVAILABLE CONTENT FOR NEW GUIDES

Among the priority topics for managers, MedPAN Association and its partners have enough material to develop 20 guides. Three remaining topics have to be considered and planned.

In addition, MedPAN Association and its partners have also teaching content for the development of 3 other guides that have not been suggested by a majority of conservation actors in MPAs but are nonetheless relevant:

- Creation and management of MPAs
- Management effectiveness of MPAs
- Monitoring of marine mammals

The first two could be combined into a general guide dedicated to the management of MPAs. The guide dedicated to marine mammals could be included in the general collection dedicated to ecological monitoring (see Table 3).

Table 1: Topics for which MedPAN Association and its partners have material which could be integrated into management guides

Suggested topics	Available content to develop future guides – present format of information	Responsible
Awareness and communication on sustainable fisheries	- Charter for sustainable fisheries already proposed to seafood actors to commit to responsible sourcing - First MPA fishermen meeting in the Mediterranean, in the framework of the MedPAN North project	WWF France WWF France
Sustainable fisheries planning	- Regional training workshop on planning for sustainable fisheries in MPAs, co-organized in 2010 by WWF-MedPO and RAC/SPA in the framework of MedPAN South and MedMPANet projects - Pilot actions in the framework of MedPAN North Project on sustainable fisheries (ongoing)	WWF MedPO- RAC/SPA WWF France
Sustainable tourism planning	- Regional training workshop on planning for sustainable tourism in MPAs, co-organized in 2011 by WWF-MedPO and RAC/SPA in the framework of MedPAN South and MedMPANet projects	WWF MedPO- RAC/SPA
Marine monitoring	To be planned	To be identified
Ecological monitoring	- MedPAN Scientific strategy (ongoing) - Protocols on global change monitoring – Conservatoire du Littoral (CdL) in the framework of PIM Initiative + Programme îles sentinelles (ongoing) - Ongoing work in the framework of the MedPAN North project (UICN Med/Junta de Andalucía/Miramare), (ongoing) - Previous and ongoing work of RAC/SPA on ecological monitoring of climate change effects on marine and coastal biodiversity	MedPAN CdL UICN Med/Junta de Andalucía/Réserve Marine de Miramare RAC/SPA
Environmental education in MPAs	- Exchange workshop on environmental education in MPAs	MedPAN
Management of marine habitats	- Training workshops on the zoning in MPAs organized in 2010 in Turkey and Croatia in the framework of the MedPAN South project	WWF MedPO
Business planning/sustainable financing for MPAs	- Training workshop in Turkey on the basic principles of the business plan of MPAs for public administration - Training workshop in Croatia on the Business Plan for MPAs	WWF MedPO WWF MedPO
Monitoring of visitors	- Training on the monitoring of visitors in MPAs – MedPAN North Project	WWF France

Monitoring of marine invasive species	- Guidelines on marine invasive species and MPAs, ongoing within the MedPAN North Project - Work completed and in progress by the RAC/SPA on vectors of introduction of invasive marine species in the Mediterranean	UICN Med/Junta de Andalucia/Miramare RAC/SPA
Socio-economic monitoring	- Methodology and pilot projects in progress	Blue Plan
Communication in MPAs	- Training workshop in Croatia on stakeholders involvement in MPAs	WWF MedPO
Marine spatial planning and technical tools (GIS, databases...)	- Training Workshop in Algeria on the use of satellite images for mapping and GIS	WWF MedPO
Means to restore the fisheries resources	To be planned	To be identified
Monitoring and eradication of marine invasive species	- Work done (Guidelines) and ongoing by RAC/SPA on the control of vectors of introduction of alien species and invasive marine species in the Mediterranean	RAC/SPA
Natura 2000 marine sites processes	- Natura 2000 marine sites: Internet database of existing management tools in France, Greece, Italy, Malta, Slovenia and Spain. Under preparation within the MedPAN North Project	Junta de Andalucia/MedPAN

It is also worth noting that in the framework of the MedMPAnet Project (UNEP-MAP-RAC/SPA), three guidelines were edited in the context of the Barcelona Convention and are being disseminated to decision-makers and managers of Mediterranean MPAs. Although these documents have not been prioritized by managers as part of this mission, it nevertheless remains important to report them since they have been requested by the Contracting Parties of the Barcelona Convention, in quite harmony with management issues.

Table 2: Guidelines edited by RAC/SPA in the context of the Barcelona Convention

<u>Organisation</u>	<u>Lignes directrices</u>
RAC/SPA	- Guidelines for the establishment and management of Marine Protected Areas for cetaceans. (these guidelines have been jointly prepared by RAC/SPA and ACCOBAMS)
RAC/SPA	- Guidelines for setting up and management of specially protected areas for marine turtles in the Mediterranean;
RAC/SPA	- Guidelines for management and monitoring threatened population of marine and coastal bird species and their important areas in the Mediterranean

5. RECOMMENDATIONS FOR FUTURE GUIDES

Methodological tools and management guides should be developed to support MPA management and thus should serve as crucial tools for good management practice. They should directly serve MPAs managers or other stakeholders in connection with these structures.

Even though existing tools and guides deal with various topics on MPAs creation and management, their relevance in order to improve the specific management of MPAs does not seem to meet managers expectations.

A review of existing literature and documentation leads to the following facts:

- Large number of documents deal with topics in connection with protected areas management in general, including MPAs
- Except MedPAN guides, most of existing guides consist of monographs, explaining or directing the management process. They are certainly useful as reference guides but very few guides focus on operational aspects. Even when operational content exist, it is often diluted in the document or is not precise enough
- Most of the documents are complex or too long and thus hard to read
- The documents are often written in one language only (English or French), sometimes in both languages.
- If certain requests concern existing documents, it does not show redundancies in terms of needs but simply show that these documents are not well known or not well adapted to the needs.

The list of guides/documents planned by MedPAN Association and its partners is perfectly in line with the most mentioned requests in the questionnaire. However, we see that the bulk of planned guides (as expressed in the responses) already exist (at least in the headlines and sometimes in the content).

on the other hand, we note that the requests for specific or operational guides are not completely in line with the list of proposed documents such as awareness and communication on sustainable fisheries, sea surveillance, management of marine habitats, spatial planning and technical tools (GIS, database), ways to restore fisheries resources, control and eradication of marine invasive species. They constitute practical topics that do not appear explicitly among the planned guides.

The elaboration of new guides and/or the adaptation or the updating of some of the existing guides must be in line with the expectations of the managers and should serve to improve the specific management of MPAs. The content and the format of the new tools and guides must ensure the following:

- They should be adapted to the Mediterranean context and specifically to MPAs (local context)
- They should contain practical information and concrete examples for implementation purposes

- They should be iterative/interactive to be used as an effective tool for awareness and dissemination
- They should focus on emerging subjects such as biological invasions and global change.
- They should be available in several languages.

It is also important to plan, apart from the general documents which evidently will be useful, guides meeting the requirements of manager job, so as to cover the following needs:

- To improve the contextual and general knowledge through concise documents which can be understood by all
- To meet especially the imperatives of knowledge improvement.

Accompanying measures to use the existing and planned management guides are a priority for the Mediterranean managers. These accompanying measures could be envisaged as follows:

- The development of a network of resource/key persons and/or institutions to be contacted (coaching and mentors)
- The organization of field training sessions
- The organization of training workshops

Thus, what is proposed as a process of capacity building (focused around the guides and tools) would be:

- To develop guides which meet the needs of managers, i.e. which should enable the best implementation of management imperatives,
- To develop, in a second phase, a campaign targeting managers to promote these guides and to allow managers discovering these guides but also discovering their usefulness and pragmatism, and finally
- The MedPAN network assists managers in a process of appropriation for the implementation of the guides/tools content either through actions promoted by the network or within the management programs of each MPA. To do this, the guides could be linked to other management tools to facilitate their content assimilation and that could be on the website of the Association (maps, interactive tools ...). The MedPAN Association can also count on a network of mentors/coaches specialized by theme and who could act as trainers of managers to initiate the implementation of each action on the field and if necessary within more conventional training sessions (indoors) for the benefit of the protected area managers and other managers.

Work perspectives during the next phase

General and specific measures to develop new guides will be established (such as adaptation and updating, translation of old guides, format and content of new guides). Mechanisms for the use of these guides and procedures of implementation will be identified in order to

create a positive synergy between these future documents and the necessary accompanying measures aiming at increasing their efficiency.

The following table summarizes the suggested measures to be planned within the forthcoming step to develop guidebooks by MedPAN Association and its partners. For that purpose, it is proposed to consider the following general recommendations:

- Adaptation of framing elements already existing and development of technical content adapted to real and operational needs as expressed by managers
- Translation into English, French, Arabic, Italian and Spanish
- Putting online related existing documentation
- Identification of coaches/mentors for accompanying actions
- Train the trainees

Table3: Measures and approaches to implement for the development of MPAs guidebooks according to the priority topics suggested by the managers, recommendations and proposal of planning for the development of management guides

year	Topic	Planned format and content	Proposed title of the tool	Target	Recommandations
2012	Planning of sustainable tourism	Guide Content MedPAN North project (WWF France) Principles and technical description of the creation and the management of the submarine paths	Submarine paths - A discovery water activity	- Managers - Associations	
2013	MPAs creation and management	Guide Content MedPAN South project (WWF Mediterranean)		- Managers	
2013	Planning of sustainable fisheries	Guide Content MedPAN North project (WWF France)		-	
2013	Pêche de loisir	Guide Content MPA Forum (France)	-	-	-
		Guidelines Content MedPAN North project (WWF France)	-	-	-
2013	Monitoring of invasive species	Guidelines Content MedPAN North project (WWF France)		-	
2013	Monitoring of climate change	Guidelines Content MedPAN North project (WWF France)		-	
2013	Management effectiveness	Guidelines Content MedPAN North project (WWF France)		-	
2013	Frequenting (attendance) monitoring	Guidelines Content MedPAN North project (WWF France)		-	
2013	Marine Natura 2000	Toolbox Content MedPAN North project (WWF France)		-	



year	Topic	Planned format and content	Proposed title of the tool	Target	Recommandations
2014	Planning of sustainable tourism	Guide Content MedPAN North project (WWF France) Statement on tourism in MPAs; strategies to be adopted and concrete cases to be followed or not	Tourism in MPAs	- Managers - Institutionals - Consultants - Associations	Methodological guide for the evaluation of tourism potentials in the marine parts of the MPAs and recommendations for the implementation of sustainable tourism activities. Regulatory and management requirements (facilities, equipment and activities). Illustration of examples of good and bad practices through complementary but separated thematic booklets dedicated to boating, sport fishing, diving, including the one dedicated to submarine paths programmed for 2012
2014	Marine surveillance and legislation	Guide Statement of necessary human resources and equipments for marine surveillance, good practices of management	Marine surveillance: good practices of management	- Managers	Guide summarizing practical and operational information on marine surveillance in MPAs
2014	Environnemental education in MPAs	Toolbox Content MedPAN Collection of practical sheets on environmental education tools in MPAs (general public, school children)	Environnemental education in MPAs	- Managers - Associations	Adapting successful approaches in protected areas in general, mainly Mediterranean, but also in MPAs in the world and in the Mediterranean
2015	Monitoring and evaluation of ecological characteristics	Guide Collection of practical sheets on ecological monitoring (habitats, species, impacts, risks and pressures)	Ecological monitoring in MPAs	- Managers - Scientists - Associations	Many technical data sheets to be developed as and in particular according to the progress of knowledge and planning constraints. Many documents are dedicated to this topic, the aim here is to synthesize them with a "democratization" concern for monitoring, that is to say to make it within reach of managers and their means and, ideally, to have standard or compatible protocols to promote these results at regional level
2015	Communication in MPAs	Guide Content MedPAN LIFE Internal communication with active actors and third parties, approach and implementation	Stakeholders involvement and engagement	- Managers - Associations - Institutional - Communication agencies - Journalists	Statement on mechanisms, tools and communication materials for use in MPAs



year	Topic	Planned format and content	Proposed title of the tool	Target	Recommandations
2016	Socio-economic monitoring / Planning of sustainable financing for MPAs	Guide Content Blue Plan + Content MedPAN South Project (WWF Mediterranean) Statement on relationships between conservation and socio-economic development in MPAs and definition of appropriate protocols for the territory management, human activities and interactions conservation/ development / Statement on the issues related to funding of MPAs, then case by case good practices and envisaged solutions	Socio-economic monitoring in MPAs / Business plan and sustainable financing of MPAs	- Managers - Institutionals	Methodological guide for the compilation, synthesis and adaptation of socio-economic monitoring methods for proactive management of MPAs Statement on sustainable external and internal funding ways for nature conservation
2016	Monitoring of marine mammals	Guide Content ACCOBAMS		- Managers - Scientists	
2016	Management of marine habitats	Toolbox Practical sheets Content MedPAN South Project (WWF Mediterranean) Statement on marine and coastal habitats interest, elaboration of sheets on habitats conservation, rehabilitation/restoration	Zoning in MPAs	- Managers - Scientists - Associations	Practical sheets stating the interest and value of marine habitats and the modes and existing or adapted methods to their conservation and rehabilitation.
2017	Consultation, mediation with stakeholders	Guide Content MedPAN South Project (WWF Mediterranean) Methods used for negotiation and consultation with stakeholders	Guide for MPA managers: good practices for negotiation	- Managers - Institutionals	Statement on used mechanisms for mediation, consultation and involvement of stakeholders to the effective management of MPAs
2017	Spatial planning and technical tools (GIS, databases...)	Practical guide Practical presentation on the use of spatial planning tools, what for, what to do and how ?	Practical guide on Spatial planning in MPAs	- Managers - Scientists - Consultants - Associations - Institutionals	Statement on spatial planning methods dedicated to the conservation in the MPAs. The guide should be illustrated with examples of good practices in the world and in the Mediterranean

Table 4: Other proposed topics for the development of guidelines and management tools

	Awareness and communication on sustainable fisheries	Guide Statement on fisheries issues; strategies, approaches and protocols to be adopted	Fishermen and Marine Protected Areas: the new alliance	- Managers - Groups of fishermen - Associations - Institutionals	Adaptation and synthesis from the recent bibliography of framing elements, technical content to be adapted based on i) the experiences of awareness of actors in a context of Protected Areas, ii) those undertaken in Mediterranean MPAs or elsewhere
	Means to restore the fisheries resources	Practical guide Development, regulation and management to restore the resources, monitoring protocols	Practical guide on means to restore the fisheries resources in MPAs	- Managers - Scientists - Consultants - Associations - Institutionals	Collection of booklets on techniques and validated or ongoing mechanisms dedicated to the restoration of the fisheries richness such as coral protection and repopulation, ecological fallow, biological rest. This collection will likely evolve with time and validation of other methods
	Control and eradication of marine invasive species	Collection of practical sheets dedicated to protocols for the control and eradication of marine invasive species	Protocols for the control and eradication of marine invasive species	- Managers - Scientists	Collection of fact sheets describing protocols used for the control and eradication of invasive species

ANNEXES



**Annex 1: Priority issues for managers according to the 2010 study
(Short questionnaire)**

Topics	
Creation and management of MPAs	14
Sustainable management of fisheries	8
Evaluation of the reserve - effect, the management effectiveness, economic benefits of an MPA	8
Sustainable management of tourism	8
Consultation / mediation with stakeholders	6
Suivis écologiques, socio-économiques, observatoires	6
Technical tools (GIS, mapping, database ...)	5
Sustainable funding mechanism of MPAs	5
MPAs monitoring and legislation	4
Communication, education and information	3
Knowledge, monitoring and management of invasive species and climate change	3
Ecosystem approaches (Integrated Coastal Zone Management, Marine Natura 2000, ecological corridors)	3



Annex 2: Priority issues for managers according to the 2010 study (Long questionnaire)

Sustainable management of tourism	8
Partnership with divers (charters, training ...)	
Partnership with sailing stakeholders (charters, training ..)	
Development of tourism mastered strategy in connection with the role of MPAs	
Frequenting, anchorage	
Ecotourism	
MPAs monitoring and legislation	6
Information program on the application of the regulation in MPAs (zoning, regulation, signals)	
Better understanding of police powers, collaborations between state departments, administrative procedures monitoring	
Legal tools to deploy on MPAs (laws, charters ...)	
Training of personnel (coast guards...)	
Sustainable management of fisheries	6
Partnership with commercial fishermen, recreational: management plan, charters, regulations.	
Promoting fisheries resources, supporting the development of local industries, labels	
Development of alternative activities for fishermen (fishing, tourism)	
Knowledge, monitoring and evaluation	6
Ecological characteristics (species, habitats ...)	
Socioeconomic characteristics (fishing, tourism / frequenting, urban development ...)	
Creation and management of MPAs	5
Planning, developing a management plan	
Evaluating the effectiveness of management	
Consultation, mediation with stakeholders	5
Strengthening the participatory process	
Consultation, mediation, conflict management	
Communication, education, information	4
Communication tools around MPAs (web, brochure, newsletter ...)	
Educational tools (exhibitions, briefcases for school ...)	
Awareness patrols, organizing volunteer programs	
Visitor Center	
SPAMI labeling	
Funding mechanism of MPAs	4
Sustainable financing	
Emerging issues émergents	3
Global change: knowledge, adaptation, monitoring (indicators)	
Technical tools	2
GIS mapping, database	



Annexe 3: List of respondents to the short questionnaire in 2010

Country	Name	MPA/institution/administration
Albania	Zamir Dedej	Institute of Nature Conservation in Albania (INCA)
Algeria	Bendjedid	Parc national d'El Kala
	Benaida Halim	Parc national de Gouraya
Croatia	Anita Babačić Ajduk	Public institution for management of nature protected areas in Sibenik - Knin
	Peter Mackelworth	Blue World Institute of Marine Research and Conservation
	Lucija Kapiteli Rakić	Public institution - Nature park
	Vesna Vukadin	State Institute for Nature Protection
	Zrinka Jakl	Association Sunce
Spain	Judith Ahufinger Breto	Directorate General for Nature. Department of the Environment and Housing. Government of Catalonia
France	LAFOND	GIP des Calanques
Greece	Rika Bisa	Management Body
Baléares Islands	Josep Coll	Directorate General for fisheries. Govern Regional of Balearic Islands
	Antoni Maria Grau	Directorate General for fisheries. Govern Regional of Balearic Islands
Italy	Luca Marini	MPA Secche di Tor Paterno - Managed by RomaNatura
Israël	Eliezer Frankenberg	Israel Nature and Parks Authority
Lebanon	Ghassan Ramadan Jaradi	Palm Islands Nature Reserve
	Grace Rachid	Ministry of environment
Libya	Nuri Almezughi	Environment General Authority
Malta	Joanna Borg	
Slovenia	Dejan Putrle	Public Institute Landscape Park Strunjan
Tunisia	Sihem SLIM	Ministère de l'environnement et du développement durable -APAL
Turkey	Umut Tural	WWF Turkey
	Güner Ergün	Environmental protection Agency for Special Areas (EPASA)



Annexe 4 : List of respondents to the long questionnaire in 2010

Country	Name	MPA/institution/administration
Algeria	Nadia Ramdane	Parc national de Taza
Spain	Victoria Riera	Parc Natural Park of Cap de Creus (Dep. Environment, gov)
	Àlex Lorente	Medes Island Protected Area
France	Nicolas Gérardin Alain Barcelo	Parc national de Port-Cros
	Maddy Cancemi Marianne Laudato	Réserve Naturelle des Bouches de Bonifacio
Greece	Laurent Sourbes	National Marine Park of Zakynthos
Italy	Marco Costantini	National Marine Park of Miramare
Morocco	Mohamed Jabran	Parc national d'Al Hoceima
Slovenia	Robert Turk	Institut of the Republic of Slovenia for Nature Conservation
Tunisia	Saba Guellouz	Archipel de la Galite



Annex 5: Questionnaire in English



DEVELOPMENT OF GUIDEBOOKS FOR MARINE PROTECTED AREAS MANAGERS IN THE MEDITERRANEAN

Questionnaire

The MedPAN Association was created by the end of 2008 to promote the creation, perpetuation and operation of a Mediterranean ecological network of marine protected areas. It has set up a 2010-2012 strategy.

This questionnaire aims at adjusting the strategy and the future actions of the Association in order to ensure that these are fully adapted to the Mediterranean context and **effectively respond to needs of the MPAs managers** and the Mediterranean actors and partners of the MedPAN network. The action is jointly undertaken by MedPAN Association, UNEP-MAP-RAC/SPA and WWF-MedPO.

This questionnaire is elaborated within a mission aiming to assess existing management tools and guides as well as to identify the topics, the contents and the formats of the future tools.

Based on the assessment of the questionnaire responses, MedPAN Association actions could be implemented directly by the **MedPAN Association or by its partners**, in particular UNEP-MAP-RAC/SPA within the framework of MedMPAnet project, the Mediterranean Programme office WWF (WWF-MedPO) within the framework of MedPAN South project and WWF France within the framework of MedPAN North project. In general, they have to meet the capacity building enhancement issues of MPA managers in order enhance the management of MPAs:



Name of the questioned person:

Present position:

Name of the MPA:

Tel :

E-mail :

Web site:

Date of filling in the questionnaire:

SECTION 1 : Informations concerning your MPA

1. Date of official creation of the MPA:
2. Date of management inception of the MPA:
3. Beginning of your direct or indirect involvement to the management of protected areas:
4. Management body of the MPA
 1. Staff : position, qualification, number:
 2. Does the MPA have a management plan?
☐ Yes ☐ No
 3. If yes, how long?
 4. Assessment of the situation: What are the major management issues?

- i. Issues related to the habitats

☐ Yes

☐ No

If yes, please list the three most important patrimonial habitats

-
-
-

- ii. Issues related to the species

☐ Yes

☐ No

If yes, please list the three most important patrimonial species

-
-
-



iii. Cultural issues

Presence of wrecks	☐
Presence of sub-marine vestiges	☐
Presence of traditional fishing practices	☐
Other(s), please precise:	

5. Pressures

iv. What are the threats and risks to your MPA?

Related to overfishing	☐
Related to trawling	☐
Related to illegal fishing,	☐
Related to aquaculture	☐
Related to harpoon fishing	☐
Related to overcrowding	☐
Related to boating	☐
Related to civil and military maritime activities	☐
Related to proximity to maritime traffic routes,	☐
Related to: - Anthropic pollution - Land-based pollution, - Marine pollution, - Sonor pollution	☐ ☐ ☐ ☐
Other(s), please precise:	
related to the introduction of non-indigenous and invasive species	☐
Other(s), please precise:	



v. Issues related to global change

Climate change	☐
Invasive species	☐
Overexploitation of resources	☐
Other(s), please precise:	

6. Capacity building enhancement of managers (responses):

A. Ecosystem approach:

vi. Issues related to the integrated management of coastal zones?

☐ Yes

☐ No

vii. Issues related to the management of Natura 2000 marine sites?

☐ Yes

☐ No

viii. Issues related to the presence of a sea-land Continuum

☐ Yes

☐ No

ix. Issues related to the presence of an ecological corridor

☐ Yes

☐ No

B. Network approach:

i. Issues related to information exchange at regional level

☐ Yes

☐ No

ii. Issues related to database creation in your MPA

SECTION 2 : EXISTING TOOLS FOR MPA MANAGERS

1. Do you know the existing management guides?

☐ Yes

☐ No



2. If yes, could you please list those you know:

-
-
-

3. Are the existing management guides useful for the management of your MPA?

☐ Yes

☐ No

4. Have you developed any management guides within your MPA?

☐ Yes

☐ No

5. If yes, could you please list them:

-
-
-

6. Do you think they need to be improved?

☐ Yes

☐ No

7. If yes, in which field?

-
-

8. Do you accept to share them with the other MPA managers in the Mediterranean?

☐ Yes

☐ No

9. When necessary, do you consult management guides to cope with a particular issue in your MPA?

☐ Yes

☐ No

10. If yes, could you please list the most common you are using:

-
-
-

11. Are they precise enough?

☐ Yes

☐ No

12. Are they satisfactory for management improvement?

☐ Yes

☐ No

13. Please give an overall rating regarding the management guides content?

☐ Excellent

☐ Good

☐ Fair ☐ Poor

14. Please give an overall rating regarding the management guides format?



☐ Excellent

☐ Good

☐ Fair ☐ Poor

15. If you don't use management tools/guidebooks, please specify why?

Too long	☐
Complex	☐
Costly implementation	☐
Complex implementation	☐
Lack of means to implement the recommendations	☐
Inappropriate to the Mediterranean context	☐
Inappropriate content to the local context	☐
Inappropriate content to the relative issue /topic	☐
Lack of practical information for the implementation	☐
Number quite big of management tools/guides	☐
They are monographs more than guides	☐
Problem of language (only available in English or only in French)	☐
Some interesting guidebooks /tools are not disseminated or promoted	☐
Other(s), please precise:	

16. Do you think the existing guides/tools could be more useful if they are completed by:

Field training sessions	☐
Workshops	☐
Network of key persons to be in touch with	☐
Other(s), please precise:	

17. Do you suggest the translation of existing guide (s):

☐ Yes

☐ No



Please list them:

-
-
-

18. If yes, to which language

SECTION 3 : POTENTIAL TOPICS FOR NEW TOOLS AND GUIDEBOOKS

1. Which issues are you confronted with and to which you do not have solutions?

Manager job	☐
Regulation enforcement	☐
Ecological monitoring	☐
Socio-economic monitoring	☐
Inventory	☐
Cartography	☐
Habitats restoration	☐
Overfishing	☐
Illegal fishing	☐
Land-based pollution	☐
Management of invasive species	☐
Species translocation	☐
Training	☐
Funding and micro-funding for MPAs management	☐
Visitor management	☐
Scuba diving and other nautical activities (security, anchoring...)	☐
Assessment of global change impact	☐
Other(s), please precise:	



2. Do you think a management guide could give you appropriate solutions to issues/problems you are facing in your MPA?

☐ Yes

☐ No

3. If yes, what are your actual priority needs on management guides/tools?

TOPICS	RESPONSE
Guides on MPAs management planning	Choisir
Guides on business planning/sustainable financing for MPAs	Choisir
Guides on ecological monitoring of MPAs	Choisir
Guides on socio-economic monitoring of MPAs	Choisir
Guides on Sustainable fisheries planning	Choisir
Guides on Sustainable tourism planning	Choisir
Guides on Communication for MPAs	Choisir
Guides on environmental education for MPAs	Choisir
Practical guide on awareness and communication on sustainable fisheries	Choisir
Guides on global change vulnerability assessment and adaptation planning	Choisir
Guides on Invasive species variability assessment and adaptation	Choisir
Guidelines on involvement of local stakeholders in marine protected area planning and management	Choisir
Guidelines on marine spatial planning and technical tools (GIS, databases...)	Choisir
Guide to frame the management of MPAs in relationship with the objectives and the expected results of international and regional Conventions	Choisir
Guide on MPA manager job	Choisir
Guide on monitoring of visitors to coastal and marine PAs	Choisir
Practical guide on marine monitoring of MPAs	Choisir
Simplified legal guide	Choisir
Practical guide on the means to restore the fisheries resources	Choisir
Guide on monitoring of sea birds	Choisir
Guide on monitoring of mammals	Choisir



Guide on monitoring of water quality	Choisir
Guide on monitoring of marine invasive species	Choisir
Guide on good practices of monitoring and eradication of invasive species in terrestrial areas	Choisir
Guide on good practices of monitoring and eradication of marine invasive species	Choisir
Practical sheets for the management of marine habitats	Choisir
Guide for Natura 2000 marine sites processes	Choisir
Simplified guide dedicated to ICZM	Choisir
Other(s), please precise :	

4. Do you suggest the translation of new guidebooks into a specific language?

☐ Yes

☐ No

5. If yes, please specify in which language?

-

Any other comment/suggestion to meet your expectations and needs:

THANK YOU FOR YOUR PARTICIPATION !

Thanks a lot for having completed this questionnaire. You can send it back to the following address :

samibenhaj@yahoo.com

A copy of the final analysis of the responses of the interrogated MPAs will be communicated to you at the end of the study.



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Marianne Lang, chargée de mission, marianne.lang@medpan.org

Tel : +33 4 94 27 57 72



Annexe 6: List of respondents to the 2011 questionnaire

Respondent	Protected Area/Institution
Zrinka Jakl	NGO - Association for Nature, Environment and Sustainable development Sunce (Croatia)
Nadia Ramdane	National Park of Taza (Algeria)
Renaud Dupuy de la Grandrive	Natura 2000 Site of Cap d'Agde (France)
Saba Guellouz	Marine and Coastal Protected Area of the Galite Archipelago (Tunisia)
Milena Ramov	Natural Park of Telašćica (Croatia)
Giuliana Biagioli	National Park of Cinque Terre (Italy)
Vincenzo Incontro	Marine Protected Area of Plemmirio (Italy)
Victòria Riera	Natural Park of Cap de Creus (Spain)
Güner Ergün	EPASA (Turkey)
Nicolas Gérardin	National Park of Port Cros (France)
Ahmed Ez-Zaher	National Park of Al Hoceima (Maroc)
Maurizio Spoto	Marine Reserve of Miramare
Laurent Sourbes	National Marine Park of Zakynthos (Greece)
Eyal Miller	Marine Protected Area of Rosh Hanikra (Israel)

Annexe 7 : Issues related to MPAs

ISSUE	PERTINENCE (over 14 responses)
Issues related to habitats	13
Issues related to species	13
Cultural issues	13



Annexe 8: Risks and threats

RISK / THREAT	PERTINENCE (over 14 responses)
Boating	11
Introduction of non-indigenous and invasive species	11
Overfishing	10
Illegal fishing	10
Anthropic Pollution	8
Trawling	8
Overcrowding	7
Civil and military maritime activities	7
Harpoon fishing	6
Marine pollution	6
Land-based pollution,	5
Sonor pollution	4
Aquaculture	0

Annexe 9: Emerging issues

ISSUE	PERTINENCE (over 14 responses)
Invasive species	13
Climate change	10
Overexploitation of resources	9



Annexe 10: Ecosystem Approach

ISSUE	PERTINENCE (over 14 responses)
Integrated management of coastal zones	11
Management of Natura 2000 marine sites	10
Sea-land Continuum	9
Ecological corridor	6

Annexe 11 : Network Approach

ISSUE	PERTINENCE (over 14 responses)
Information exchange at regional level	12
Database creation in your MPA	10



Annexe 12: List of known guides

MPA	List of known guides	Consultation to cope with a specific problem
Marine Reserve of Miramare	- March G., Rafael J., et Nardo V. and Cézanne P. 2006 - Protocol to study and monitor <i>Pinna Nobilis</i> populations within marine protected areas. http://www.medpan.org/_upload/997.pdf	Yes
	- Natural Park of Cap de Creus (2006) The Recreational Fishing in the Natural Park of Cap de Creus (Catalonia, Spain). Projet Interreg IIIC. http://www.medpan.org/_upload/990.pdf	Yes
	- Francour P., Magréau J.F., Mannoni P.A., Cottalorda J.M., Gratiot J. 2006. Management guide for Marine Protected Areas of the Mediterranean sea, Permanent Ecological Moorings. Université de Nice-Sophia Antipolis & Parc National de Port-Cros, Nice : 68 p. www.medpan.org/_upload/916.pdf	Yes
	- Dalias N, Lenfant P., Licari M.L., Bardelletti C, 2007. Assistance guide to the management of the Protected Marine Areas: management and follow-up of the diving activity. Document published by the General Council of Pyrénées-Orientales within the program Interreg IIIC MEDPAN. Contract General Council of Pyrénées-Orientales–EPHE – OCEANIDE. 62 pages + annexes. http://www.medpan.org/_upload/888.pdf	Yes
	- Brigand L., Le Berre S. and Legt G. 2007 - Management guide for Marine Protected Areas of the Mediterranean sea: Methodological framework for the development of an MPA tourism observatory Only French version at: http://www.medpan.org/_upload/1081.pdf	



National Park of Cinque Terre	- Parc National de Port-Cros, 2007 - Guide d'aide à la gestion des Aires Marines Protégées. Evaluation de la pertinence et de la performance de la gestion marine. MedPAN Interreg Project IIIC. 2007 Only French version at: http://www.medpan.org/upload/1040.pdf	Yes
	- Gravez V., Boudouresque C.F., Ruitton S. (2005). Proposition d'une stratégie de contrôle des espèces envahissantes marines dans les eaux du Parc national de Port-Cros, illustrée par le cas de deux espèces de Caulerpa. GIS Posidonie et Parc national de Port-Cros publ., Fr : 1-68. Only French version at: http://www.com.univ-mrs.fr/~boudouresque/Documents_conservation/Gravez_et_al_2005_Control_e especes_envahissantes.pdf	No
	- Borum J Duarte, C M., Krause-Jensen D. and Greve T. M. 2004 - European seagrasses: an introduction to monitoring and management. EU project monitoring and managing of European seagrasses http://www.seagrasses.org/handbook/european_seagrasses_high.pdf	Yes
	- Francour P., Magréau J.F., Mannoni P.A., Cottalorda J.M., Gratiot J. 2006. Management guide for Marine Protected Areas of the Mediterranean sea, Permanent Ecological Moorings. Université de Nice-Sophia Antipolis & Parc National de Port-Cros, Nice : 68 p. www.medpan.org/upload/916.pdf	No
	- Dalias N, Lenfant P., Licari M.L., Bardelletti C, 2007. Assistance guide to the management of the Protected Marine Areas: management and follow-up of the diving activity. Document published by the General Council of Pyrénées-Orientales within the program Interreg IIIC MEDPAN. Contract General Council of Pyrénées-Orientales-EPHE – OCEANIDE. 62 pages + annexes. http://www.medpan.org/upload/888.pdf	
Natural Park of Telašćica	- Dudley, N. 2008 - Guidelines for Applying Protected Area Management Categories. Gland, Switzerland: IUCN. x + 86pp. http://data.iucn.org/dbtw-wpd/edocs/PAPS-016.pdf	No
Marine Protected Area of Plemmirio	- Various documents related to the environmental education and the management plans	



Marine and Coastal Protected Area of the Galite Archipelago	- Ornat L.A., Pérez J.J., Navarro P.A., Correas E. and Lampreave M.D. 2006 - Guidelines for the establishment and management of Mediterranean marine and coastal protected areas. MedMPA Project. Ed: UNEP-MAP RAC\SPA. Tunis. http://www.rac-spa.org/sites/default/files/doc_spa/gm2006.pdf - Boudouresque C.F., Bernard G., Bonhomme P., Charbonnel E., Diviacco G., Meinesz A., Pergent G., Pergent-Martini C., Ruitton S., Tunesi L. 2006 - Le guide RAMOGE "Préservation et conservation des herbiers à Posidonia oceanica". Ed: CAR/ASP. Tunis. Only French version at: http://www.ramoge.org/Documents/documents%20ramoge/Posidonia_ramoge.pdf - Baude J. L., Boissery P., Jourdan E., Masclef C., Quelin N. and Raimondino V. 2008. Guide méthodologique et technique des sentiers sous-marins Only French version at: http://atelierbleu.fr/wp-content/uploads/guidemethtechssm.pdf	No No No
Natura 2000 Site of Cap d'Agde	- Francour P., Magréau J.F., Mannoni P.A., Cottalorda J.M., Gratiot J. 2006. Management guide for Marine Protected Areas of the Mediterranean sea, Permanent Ecological Moorings. Université de Nice-Sophia Antipolis & Parc National de Port-Cros, Nice : 68 p. www.medpan.org/_upload/916.pdf - Dalias N, Lenfant P., Licari M.L., Bardelletti C, 2007. Assistance guide to the management of the Protected Marine Areas: management and follow-up of the diving activity. Document published by the General Council of Pyrénées-Orientales within the program Interreg IIIC MEDPAN. Contract General Council of Pyrénées-Orientales-EPHE – OCEANIDE. 62 pages + annexes. http://www.medpan.org/_upload/888.pdf	Yes Yes



National Park of Port Cros	- Boillot-Grenon F., Debos F. and Bouillon F. X. 2006 - Management guide for marine protected areas. Territorial concertation: key to the success in the management of marine protected areas http://www.medpan.org/_upload/1222.pdf	Yes
	- Francour P., Magréau J.F., Mannoni P.A., Cottalorda J.M., Gratiot J. 2006. Management guide for Marine Protected Areas of the Mediterranean sea, Permanent Ecological Moorings. Université de Nice-Sophia Antipolis & Parc National de Port-Cros, Nice : 68 p. www.medpan.org/_upload/916.pdf	No
	- Comité français de l'IUCN. 2010. Gestion des espèces exotiques envahissantes. Guide pratique et stratégiques des collectivités françaises d'outre-mer. Yohann soubeyran (Coord.). Comité français de l'IUCN, Paris 2010. 66p. Only French version at: http://especes-envahissantes-outremer.fr/pdf/guide_strategique2011.pdf	Yes
	- Various documents related to the educational animation and the eco-friendly-plan	
National Park of Taza	- Pomeroy R. S., Parks J E. and Watson L. M. 2006 - How is your MPA doing? A guidebook of natural and social indicators for evaluating Marines Protected Area management effectiveness. Gland, Switzerland: IUCN http://data.iucn.org/dbtw-wpd/edocs/PAPS-012.pdf	Yes
Natural Park of Cap de Creus	Guides UICN, EUROPARC, MedPAN (unspecified)	
National Marine Park of Zakynthos	- Dalias N, Lenfant P., Licari M.L., Bardelletti C, 2007. Assistance guide to the management of the Protected Marine Areas: management and follow-up of the diving activity. Document published by the General Council of Pyrénées-Orientales within the program Interreg IIIC MEDPAN. Contract General Council of Pyrénées-Orientales-EPHE – OCEANIDE. 62 pages + annexes. http://www.medpan.org/_upload/888.pdf	Yes
	- Eagles P. F. J., McCool S. F. and Haynes C. D. 2002 - Sustainable tourism in protected areas. Guidelines for planning and management. IUCN, Cardiff University, UNEP. http://www.unep.fr/shared/publications/other/3084/Best-Practice-8.pdf	Yes
	- Lopez Ornat A. et Jiménez-Caballero S. 2006. Sustainable financing Sources for protected areas in the Mediterranean. http://data.iucn.org/dbtw-wpd/edocs/2006-040.pdf	Yes
	- Other guides IUCN, MedPAN and WWF (unspecified)	



Marine Protected Area of Rosh Hanikra	- Dalias N, Lenfant P., Licari M.L., Bardelletti C, 2007. Assistance guide to the management of the Protected Marine Areas: management and follow-up of the diving activity. Document published by the General Council of Pyrénées-Orientales within the program Interreg IIC MEDPAN. Contract General Council of Pyrénées-Orientales–EPHE – OCEANIDE. 62 pages + annexes. http://www.medpan.org/upload/888.pdf	No
	- Francour P., Magréau J.F., Mannoni P.A., Cottalorda J.M., Gratiot J. 2006. Management guide for Marine Protected Areas of the Mediterranean sea, Permanent Ecological Moorings. Université de Nice-Sophia Antipolis & Parc National de Port-Cros, Nice : 68 p.	No
	- www.medpan.org/upload/916.pdf Boillot-Grenon F., Debos F. and Bouillon F. X. 2006 - Management guide for marine protected areas. Territorial concertation: key to the success in the management of marine protected areas http://www.medpan.org/upload/1222.pdf	No

Annexe 13 : Specific guides to MPA

MPA	Specific guide to MPA
Marine Reserve of Miramare	- Management plan through MIRADI software https://miradi.org/ http://eurosites-mpawg.espaces-naturels.fr/sites/default/files/WWF_MIRAMARE_ISEA_Eurosite_Franzo_Ciriaco.pdf
Marine Protected Area of Plemmirio	- Environmental education, - Management plans
MCPA of the Galite Archipelago	- Protocole de suivi écologique - Procédure de suivi écologique de la baie sud de La Galite - Protocole de surveillance et suivi de la fréquentation
National Park of Port Cros	- Aménagement et entretien de sentiers - Entretien écologique des plages - Débroussaillage préventif pour les incendies de forêt
National Marine Park of Zakynthos	- Management of nesting beaches in Zakynthos (in Greek) - Management of artificial light use (in Greek)



Annexe 14 : Relevance of existing guides

Existing guides	PERTINENCE (over 14 responses)
Consultation for a need	9
Satisfactory accuracy of consulted guides	9
Relevance to improve management	6

Annexe 15 : Causes of non use of existing guides

NON USE REASON	NUMBRE OF RESPONSES
Some interesting guidebooks /tools are not disseminated or promoted	4
Complex implementation	2
Inappropriate content to the local context	2
Complex	1
Costly implementation	1
Lack of means to implement the recommendations	1
Inappropriate to the Mediterranean context	1
Inappropriate content to the relative issue /topic	1
Lack of practical information for the implementation	1
Number quite big of management tools/guides	1
They are monographs more than guides	1
Problem of language (only available in English or only in French)	1
Too long	0



Annexe 16 : Assessment of the content and format of management guides

Existing guides	Poor	Fair	Good	Excellent
Content		1	9	
Format	1		8	1

Annexe 17 : Actions to improve the usefulness of guides

ACTION	PERTINENCE (over 14 responses)
Network of key persons to be in touch with	11
Field training sessions	9
Workshops	7



Annexe 18 : Issues to which managers do not have solutions

ISSUE	PERTINENCE (over 14 responses)
Socio-economic monitoring	8
Funding and micro-funding for MPAs management	8
Overfishing	7
Illegal fishing	7
Ecological monitoring	6
Assessment of global change impact	6
Regulation enforcement	5
Habitats restoration	5
Training need identification	5
Visitor management	5
Land-based pollution	4
Management of invasive species	4
Manager job	3
Scuba diving and other nautical activities (security, anchoring...)	3
Inventory	1
Cartography	1
Species translocation	1



Annexe 19: priority topics

TOPICS TO DEVELOP OR READAPT	PERTINENCE (over 14 responses)
Awareness and communication on sustainable fisheries	12
Sustainable fisheries planning	12
Sustainable tourism planning	11
Marine surveillance	11
Environmental education for MPAs	10
Ecological monitoring	10
Management of marine habitats	10
Sustainable financing in MPAs	9
Monitoring of visitors	9
Monitoring of marine invasive species	9
Communication in MPAs	8
Means to restore the fisheries resources	8
Monitoring and eradication of marine invasive species	8
Natura 2000 marine sites processes	8
Socio-economic monitoring of MPAs	7
Marine spatial planning and technical tools (GIS, databases...)	7
Involvement of local stakeholders in marine protected area planning and management	6
Monitoring of mammals	6
Global change vulnerability assessment and adaptation planning	6
MPAs management planning	5
Monitoring of water quality	5
MPA manager job	5



TOPICS TO DEVELOP OR READAPT	PERTINENCE (over 14 responses)
Invasive species variability assessment and adaptation	5
Monitoring and eradication of invasive species in terrestrial areas	5
Simplified legal guide	4
Monitoring of sea birds	4
Simplified guide dedicated to ICZM	4
Framing the management of MPAs in relationship with the objectives and the expected results of international and regional Conventions	4

Annex 20: The five priority topics from the various studies "management tools" in 2010 and 2011 and the capacity building strategy

The 5 priority topics		
Management tools 2011	Management tools 2010	Capacity building strategy
Sustainable fisheries planning	Creation and management of MPAs	Management of species and habitats
Sustainable tourism planning	Sustainable tourism planning	Stakeholders participation
Marine surveillance	Sustainable fisheries planning	Marine surveillance
Environmental education	Ecological and socio-economic monitoring	Scientific monitoring
Ecological monitoring	Consultation and mediation with stakeholders	Visitors management



Annexe 21 : Terms of reference of the study

- Establishment of priority activities to create MPAs, identification of stakeholders and potential partnerships required and characterization of marine sites suitable to become MPAs;
- Experience-sharing and capacity-building to improve the management of new/existing MPAs in the Eastern and Southern part of the Mediterranean ;
- Communication on the project outcomes and achievements, and public awareness-raising.

MedPAN assessment of existing tools for MPA managers

Finally, MedPAN Organization, together with WWF-France, WWF-MedPO and RAC/SPA, is planning to develop specific MPA management tools and guidebooks for its members as well as the MPAs managers in the Med more in general.

Management tools and guidebooks, if correctly applied, can facilitate the work of MPA managers and contribute to a more effective management of their MPAs. Many tools and guidebooks exist worldwide on various topics related to MPAs creation and management of MPAs.

In 2010, MedPAN pursued the following actions:

- an inventory of the existing management tools /guidebooks for MPAs, and then more broadly for Protected Areas, in the Mediterranean and worldwide to assess which tools are missing or need to be developed or adapted for the Mediterranean MPAs
- an analysis of the use of the existing tools /guidebooks among MPAs managers in the Mediterranean to identify, which tools are being used the most and how such tools are applied to MPA management.

Generally, Med MPA managers use only part of the tools or they do not apply them to their MPA at all. This might be due to the following factors:

- The MPAs has already adopted an adequate management plan
- The inventory of management tools is quite long and the time needed to read through them might be prohibitive
- Many tools are only available in English or only in French
- Some interesting tools are not disseminated or promoted ...

It is therefore difficult to adapt or improve existing tools/guidebooks. Thus, new tools/guidebooks should be developed by MedPAN Organization and its partners specifically tailored to the needs of the MPAs in the Mediterranean.

Potential topics for tools and guidebooks

To date, MedPAN Organization has identified the following topics (to be developed until 2013) (linked with MedPAN workshop):

- environmental education for MPAs
- alternative livelihoods and income generating activities
- climate change vulnerability assessment and climate adaptation planning
- ecological and socioeconomic monitoring of MPAs
- marine mammal management in MPAs with Accobams

Some tools developed in the framework of the INTERREG MedPAN project could be reviewed and improved.

The WWF-MedPO has already (or will soon have) material that can be easily developed into guidebook on (linked with MSP training workshops):

- MPA management planning (will be developed in link with the future guidelines developed by IUCN "How is your MPA managed")
- sustainable fisheries planning (may be developed with the MedPAN North project)
- sustainable tourism planning
- business planning/sustainable financing for MPAs
- marine spatial planning (zoning)
- communication for MPAs

The WWF France will develop, with its partners in the framework of the MedPAN North project, guidebooks on the following themes:

- sustainable fisheries (link with MedPAN South project)
- tourism monitoring
- underwater trails

UNEP RACSPA will develop guidebooks on climate change; RAC/SPA will also develop in the framework of the MedMPANet project some management tools depending on the top priority list of subjects that this study will give.

Other partners might join this initiative and develop other tools or guidebooks based on their resources and topic of interest (Conservatoire du Littoral, Eurosite, EPASA, ECNC, Blue Plan).

Prior to the development of specific tools and guidebooks, the above list of potential topics will be shared with all MPAs managers and relevant authorities (Members and Partners of MedPAN, but not exclusively) for them to identify the top priority themes they would like to have a tool or guidebook on.

2- Objectives:

The MedPAN Organization, in alignment with its partners, intends to define an overall framework for the development of future MPAs management tools and guidebooks to ensure that these are fully adapted to the Mediterranean context and effectively respond to needs of the MPAs managers. A collection of future MedPAN guidebooks could be designed. A user-friendly internet interface will be then designed and established within the MedPAN's official website (www.medpan.org) for MPAs managers, practitioners and other relevant users could easily access all tools developed by MedPAN or its partners.

Target audience: MPAs managers, practitioners and officials of relevant authorities/institutions in the 22 countries of the Mediterranean.

Timeframe: 5 months

3- Implementation arrangements and partnerships:

MedPAN Organization will be responsible for the **technical coordination** of the study.

A **Steering Committee** including all interested partners will be established and chaired by RACSPA. It will supervise the implementation of the overall framework, common branding guidelines and establish priorities for guidebooks and ensure that it effectively achieves identified common goals.

The members of this Steering Committee are: RAC/SPA, WWF MedPO, MedPAN association, EPASA, French MPA Forum /ATEN and French MPA Agency, IUCN Med, WWF France, Blue Plan, Conservatoire du Littoral, Eurosite.

An **Advisory Group**, including MPA managers (target audience) and key experts from the region, will provide support to all tasks of this study. In particular, it will assess the applicability of the proposals from the consultant to the Mediterranean context and to the needs of MPA managers. The Advisory Group will be coordinated by MedPAN Organization. The members of this Group will be defined after.

4- General Description of Responsibility:

Under the technical supervision of the Executive Secretary of MedPAN organization, whom will coordinate with the Steering Committee - formed by MedPAN organization, WWF MedPO and RAC/SPA and other organizations in the Mediterranean, the consultant will take the lead in conducting specific tasks (see below) relative to the development of an overall framework for the development of future MPAs management tools and guidebooks.

5- Tasks:

The consultant(s) will be responsible for the following tasks:

1. Coordination of the work (6 days):
 - The consultant(s) will attend a *preliminary meeting* with the main partners (MedPAN, WWF MedPO and RACSPA) to refine the ToRs and the work plan of the consultancy
 - The consultant(s) will attend a *mid-term and final restitution meeting* with the main partners (MedPAN, WWF MedPO and RACSPA) to present and discuss the mid-term and final results of the study
 - The consultant(s) will attend any other meeting as requested by the Technical Coordinator or the Steering Committee
2. Assessment of the needs of the MPA managers for guidebooks/tools (10 days):
 - the consultant(s) will develop a questionnaire (EN and FR) and sent it to the Advisory Group for review ; this questionnaire will be based on:
 - i) the findings of the preliminary assessment of the existence, use and practicability of tools /guidebooks in support to the management of MPAs, which was conducted in the Mediterranean by the MedPAN Organization in 2010,
 - ii) the list of existing MPA management guidebooks, tools and toolkits available worldwide (IUCN how is your MPA doing?, WIOMSA guidebook on MPA management....) and in the Mediterranean (INTERREG IIIC MedPAN project...),
 - iii) the material available as well as the guidebooks/tools planned in the framework of the partner's projects (MedPAN South and North projects, MedMPAnet, PIM initiative...),
 - The consultant(s) will then send the revised questionnaire to a representative sample of MPAs managers (identified by MedPAN organization and approved by the Steering Committee) in the region (and follow up with interviews) in order to:
 - identify top priority areas of interest for the MPAs managers in the region
 - assess the most suitable format for the final guidebooks/tools (the question of the needs for a translation of guidebooks in Arabic will be addressed also)
 - The consultant will then elaborate a synthesis of this assessment and submit it to the Steering Committee and Advisory Group for review.
3. Define procedures and criteria for the guidebooks/tools development to create MedPAN "collection" (20 days)
 - The consultant will define, on the basis of the assessment (task 2), a proposal for procedures and criteria (format, content...) that the future tools developed by MedPAN and its partners should apply.
 - With the assistance of the MedPAN Communication Officer and in consultation with the Steering Committee, the consultant(s) will sort out the brand guidelines and copyright/distribution issues for the identified priority MedPAN guidebooks/tools (see also *the experience of the Alparc network*)
 - Taking into account the co-branding options :
 - case of existing tools which are adapted
 - case of tools developed in the framework of MedPAN South and MedPAN North projects which are coordinated by WWF which have its own branding guidelines.
 - Copyright issues must be addressed.
4. Development of guidelines for the future website platform (15 days)
 - With the assistance of the MedPAN Communication Officer and based on the discussions with members of the Steering Committees and Advisory Group, define the general content and layout of the future website platform (list of requirements),
 - Share this proposal with the communication consultant who makes the new MedPAN website to evaluate the feasibility of this web platform
 - Share the proposal with the Steering Committee and Advisory Group for review and approval

6- Deliverables and timeline :

- Synthesis of the assessment of MPA managers needs (in French and English) by the end of June 2011
- Brand guidelines for future MedPAN guidebooks (in French and English) by the end of July 2011
- Guidelines for the future website platform (in French and English) by the end of August 2011

7- Terms and conditions of execution

MedPAN Organization will supervise the consultant(s) and the Steering Committee will have to approve all final deliverables.

The Consultant will work in close coordination with all projects' partners. He/she will liaise with local institutions and experts, members and partners of MedPAN network.

The consultant(s) will have the availability of a small travel budget to be used exclusively for three coordination meetings as per Activity 1.

8- Budget:

Total budget of 20 000 euros.

9- Desired Qualifications:

The consultancy will have to be led by one or several consultants with competencies:

- in the field of marine and terrestrial biodiversity conservation
- management and capacity building of MPA managers,
- communication skills, editorial tools, database management and aware of TIC (technologies of information and communication)

The consultant(s) should be fluent in (oral and written) French and English. Any additional Mediterranean language would be an asset.

Questions or requests for clarification regarding this opportunity can be submitted to marie.romani@medpan.org

10- Proposals:

The deadline for proposals is Monday, March 21, 2011. All proposals to be considered must be submitted by this date to: marie.romani@medpan.org

Proposals should include:

- a description of how the applicant proposes to implement Tasks 1, 2, 3 and 4 of the project ;
- a description of the applicant including qualifications and previous experience related to this project;
- a project timeline which identifies dates associated with specific products and outputs;
- a project budget which allocates funding for all costs required to complete tasks 1, 2, 3 and 4 above including but not limited to: labor, travel, communications, and logistics, and any necessary equipment and/or supplies. Total proposal project costs will be considered in evaluating applications but are not to exceed 20 000 euros;
- applicant's contact information (physical address, phone and email); and
- contact information (phone and email) for three references that can provide information on the qualifications, skills and past performance of the applicant.