

Co-organised by:



# REGIONAL TRAINING

## *SUSTAINABLE FINANCING OF MEDITERRANEAN MPAs*

19-21 October 2015 - Calvi - France

### SUMMARY REPORT

In partnership with:



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## 1. SUMMARY

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MPA managers, members of the MedPAN Network took part in a 3-days training workshop on the Sustainable financing of MPAs in the Mediterranean in Calvi (France) from 19 to 21 October 2015.

This workshop was organised by MedPAN, the RAC/SPA and WWF Mediterranean, in partnership with the Regional Natural Park of Corsica (Parc naturel régional de Corse) and the Corsican Environmental Office (OEC), and with support of the MAVA foundation, the FFEM, RAC/SPA, WWF Mediterranean and the French MPA Agency.

The objectives, presented in the training document, were to promote the development of MPA sustainable financing mechanisms, on a local and national scale, by providing the necessary tools, expertise and tailored case studies to encourage and support MPAs and national authorities in charge of MPAs. Secondly, a business plan tool, named [©MedPLAN](#), developed by Vertigo Lab, was presented to facilitate and support the business planning process for beginners in financial strategy. Thirdly, a range of case studies were presented by managers to provide participants with Mediterranean successful experiences on the sustainable financing of MPA. To support MPA managers in the implementation of concepts and theories presented during the training, two thematic working groups were finally proposed to participants covering various profiles of MPA and potential new revenue generation.

This summary report is organised as follows: section 2 presents the detailed programme of the workshop with links pointing to the presentations, section 3 provides a summary of facilitated discussions during the plenary and work group sessions, section 4 covers participants feed-back.

## 2. DETAILED PROGRAM AND LINKS TO THE PRESENTATION

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The training sessions were undertaken from 19 to 21 October 2015. From the initial program (see the regional training document) modifications were brought due to the absence of some speakers or the absence of some participants for whom contents had been specifically adapted. The contents of the 3 days, with hyperlinks to the presentations of each session are listed below.

19 October 2015 - Calvi

### Opening session

- Welcome to the regional training on the sustainable financing of MPAs in the Mediterranean. Jean-Pierre De Palma (MedPAN), Tarek Lachheb (RAC/SPA), Zeljka Rajkovic (WWF Adria).
- Objectives of the training session. Thomas Binet (Vertigo Lab). [\[download presentation\]](#)

### Plenary sessions – Overview of sustainable financing of MPAs

[\[download presentation\]](#)

- Sustainable financing of MPA in the Mediterranean - a gap analysis result. Ambre Diazabakana (Vertigo Lab).
- What is the sustainable finance for MPA and how do we get there? Why is it important? Ambre Diazabakana (Vertigo lab).
- The approach, various steps and necessary skills and information to develop and implement a financial strategy in MPAs. Thomas Binet (Vertigo lab).
- Case study on the business approach of MPAs. Andrej Sovinc (WCPA Slovenia). [\[download presentation\]](#)
- Case study on outcomes of the financial sustainability workshop French MPA Agency conference. Olivier Abellard (Agence des Aires Marines Protégées). [\[download presentation\]](#)

### Plenary session – the business planning process

[\[download presentation\]](#)

- Introduction on the business planning process. Thomas Binet (Vertigo Lab).
- Assess current and future costs. Thomas Binet (Vertigo Lab).
- Assess future revenues. Thomas Binet (Vertigo Lab).
- Case study on the Telascica experiences in Croatia. Zeljka Rajkovic (WWF Adria) and Bozidar Sostaric (Telascica National Park). [\[download presentation\]](#)
- Discussion: What are the main opportunities and limits for the development of your MPA sustainable financing?

**Official opening ceremony of training.** Purificacio Canals, (MedPAN), Marie Romani (MedPAN), Tarek Lachheb (RAC/SPA), Zeljka Rajkovic (WWF Adria), Philippe Porruncini (Parc naturel régional de Corse) et Jean-Marie Dominici (Réserve naturelle de Scandola)

### **Plenary session – Bridging the financial gap in your MPA**

- Costs reduction. Sara Hernandez (Vertigo Lab associate expert). [\[download presentation\]](#)
- Case study on partnership with fishermen: two case studies in Strunjan, Slovenia, on the experience of fisheries resources co-management - Marko Starman (Landscape park of Strunjan). [\[download presentation\]](#)
- Improve current financing mechanisms at MPA scale. (Vertigo Lab associate expert). [\[download presentation\]](#)
- Case study on the establishment of long-term partnerships with private donors. Elodie Durand (Port-Cros national Park). [\[download presentation\]](#)
- Case study on the setting of the price for local instruments. Sandro Dujmovic (Brijuni National Park). [\[download presentation\]](#)
- Case study on the experiences of EU financing in France. Sandrine Haldebel (ARPE PACA). [\[download presentation\]](#)
- Develop new financing mechanisms (national and regional). Sara Hernandez (Vertigo Lab associate expert). [\[download presentation\]](#)
- Case study on a joint-venture approach to MPA development: the Secovje Salines experience. Andrej Sovinc (WCPA Slovenia). [\[download presentation\]](#)
- Case study on the sustainable finance feasibility assessment in Kas-Kekova, Turkey. Esra Basak (Consultant). [\[download presentation\]](#)
- Case study on small projects in Mediterranean MPAs and future financing projects initiative. Jean-Pierre De Palma (MedPAN) [\[download presentation\]](#)

**20 October 2015 – Scandola Nature Reserve and Calvi**

### **Field Trip**

- Excursion to Scandola Nature Reserve

### **Debate**

- Debate around the sustainable financing of Scandola MPA and other issues. Moderator: Pierre Vignes (MedPAN)

### **Plenary session – Bridging the financial gap in your MPA**

- Case study on ecolabelling and local production as a local mechanism of financing: the SEA-Med project. Zeljka Rajkovic (WWF Adria).
- Case study on the management of the financial sustainability in Zakynthos MPA. Laurent Sourbès (Zakynthos Marine national Park). [\[download presentation\]](#)

- Case study on Marfund: a regional trust fund dedicated to MPA conservation. Constance Corbier (FFEM). [\[download presentation\]](#)
- Other examples and illustration of self-financing mechanisms. Ambre Diazabakana (Vertigo Lab). [\[download presentation\]](#)

21 October 2015 – Calvi

### Plenary session – Preparation of the financial strategy

[\[download presentation\]](#)

- Content of the financial strategy. Thomas Binet (Vertigo Lab).
- Provide further arguments to promote MPA management: economic approach to value the MPA benefits. Thomas Binet (Vertigo Lab).
- Assessing the benefits of goods and services provided by the Conservatoire du Littoral on the Var coast or Corsica (Bonifacio). Thomas Binet (Vertigo Lab).
- The economic value of protected areas in Montenegro as an advocacy tool. Thomas Binet (Vertigo Lab).

### Case studies analyses

Participants were divided into two groups.

- Case study 1. Port-Cros national park in France. Sara Hernandez (Vertigo Lab associate expert). [\[download the document\]](#)
- Case study 2. Karaburun Sazan MPA in Albania. Thomas Binet (Vertigo Lab). [\[download the documents\]](#)

### Closing talk

- Participants' feedback on the training
- Acknowledgements and closing words

### 3. SUMMARY OF FACILITATED DISCUSSIONS AND EXCHANGES

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The training workshop brought together MPA managers from the Mediterranean. The sessions included several facilitated discussions to promote exchange among participants and reach a common understanding of the sustainable financing for MPAs. From the rich exchanges that took place, we have clustered the main ideas as follows:

- Why and how to define a financial strategy for MPAs?
- Main opportunities and limits for the development of MPA sustainable financings in the Mediterranean
- Designing a financial strategy: concepts and challenges
- Feedback on the © MedPlan tool

#### 1.1 Why and how to reach a sustainable financing for MPAs?

##### Plenary session of day 1

Morning presentations of Day 1 highlighted the international and regional context (budget crisis, institutional instability and growing natural and human pressures) that explains the growing needs for financial resources and thus the definition of sustainable financing strategies for MPAs in the Mediterranean. These presentations were completed with case studies from Mediterranean MPAs presented by managers. They clearly illustrated the opportunities offered by well-defined financial strategies to increase MPA revenues and secure them on the middle and long-term. Some of the main ideas that were presented on successful experiences are listed below.

##### Why define a financial strategy for MPAs?

- Improve MPA management
  - Achieve the **effective** management of MPA (Aichi target n°11) → get sufficient resources to implement all activities described in the management plan
  - Financial planning is part of management planning → need for (cost) realistic planning
- Increase revenues
  - Justify the need for additional sources of revenues
- Secure revenues
  - Predict future needs and gaps
  - Encourage current financers to continue their funding commitment

##### How to reach a sustainable financing for MPAs?

- Have a business approach “*MPAs should be run as a company: rationalize costs, diversify revenues, while not forgetting their conservation targets*”
- Get a long-term vision



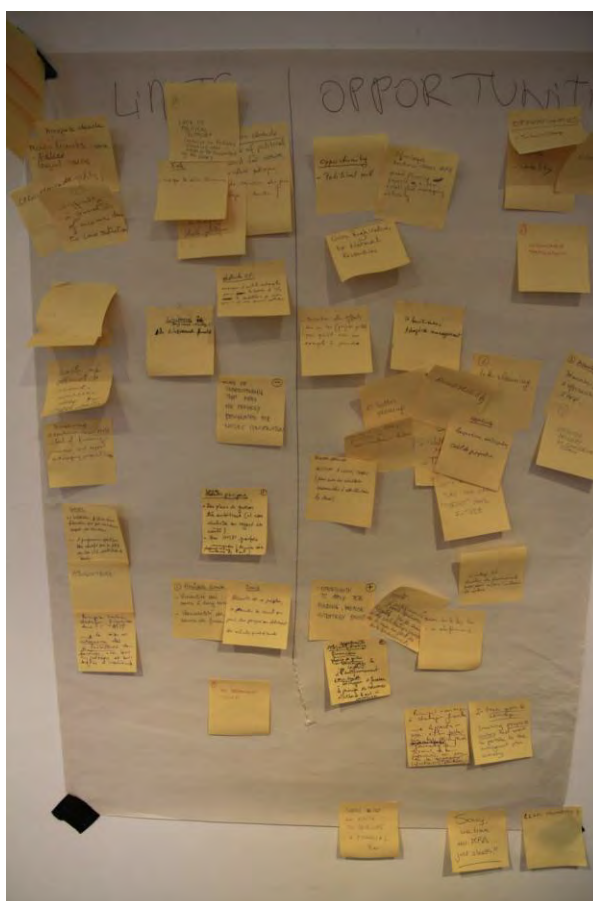
## 1.2 Main opportunities and limits for the development of MPA sustainable financings in the Mediterranean

### Plenary session of day 1

After introducing the concept of sustainable financing and business planning, Thomas Binet raised the following question in order to gather feedbacks from participants: “What are the main opportunities and limits for the development of your MPA sustainable financing? During ten minutes, participants were then invited to note their responses on a Post-it. Participants Post-it were finally retrieved to be analysed by the moderators.

Information on limits reflected different level of difficulties regarding sustainable financing, reflecting mainly its dependence to the management and legal contexts:

- Legal framework and law restriction against the generation of specific incomes (11 occurrences)
- The lack of political will/support and lobbying for Nature (9 occurrences)
- The lack of financial mechanisms framework/tools (2 occurrences)
- The lag between the financial strategy exercise and the MPA management
  - Long term vision vs day-to-day management (2 occurrences)
  - Costs reality vs ambitious management objectives (1 occurrence)
- The unpredictability of current financing sources (2 occurrence)
- Scattered financing sources (1 occurrence)



However, participants recognised many opportunities offered by the development of a financial strategy for their MPA. The role of the financial strategy in the “good” management of MPAs was largely identified:

- A better management/planning (14)

- Adaptive (1 occurrence)
- Transparent (1 occurrence)
- Sustainable (2 occurrences)
- Stable (2 occurrences)
- Effective (2 occurrences)
- Increase the commitment of potential financiers (4 occurrences)
- Reach the self-financing objective (3 occurrences)
- Justify the use of new financing principles/tools (2 occurrences)
- Identify new sources of financing (1 occurrence)
- Give values to natural resources (1 occurrence)

### 1.3 Designing a financial strategy: concepts, opportunities and challenges

#### Working groups of day 3

A “co-creation” exercise was undertaken on case studies in order to support MPA managers in the implementation of concepts and theories presented during the training. Initially, three case studies were scheduled on Wednesday:

- Port-Cros national park in France planning to expand its surface area and thus looking for extra revenues;
- The newly created Karaburun Sazan MPA in Albania looking for its sources of revenues;
- The Cap des Trois Fourches (C3F) MPA in Morocco waiting for the legal framework allowing its creation.

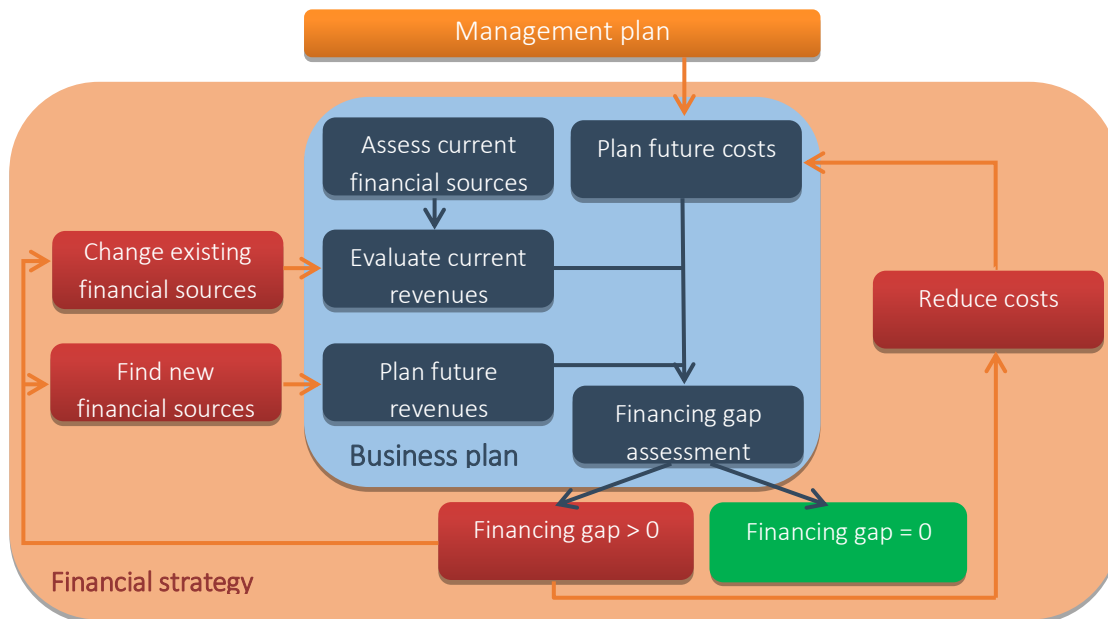
Participants were asked to select a case study depending on the issue they wanted to address. However, 4 participants from North Africa, facing the same issue as C3F managers, did not attend the training. As a consequence, only 4 participants selected the case study on the C3F MPA. For this reason, this third case study was finally cancelled.

Participants were thus split up into two teams and were asked to:

- Develop the business plan of the MPA with the support of one of the managers of the MPA, and assess the financing gap in MPA management implementation; and
- Identify which tools could be implemented in the MPA to cover the financing gap, why, and what additional information will be necessary to ensure their effective implementation.

Basic context information, synthesis of the management plan and key financial information were made available to participants regarding the MPA. In addition, the manager of the studied MPA assisted with the work and answered questions about context (political, sociocultural, economic and ecological).

The methodology proposed to conduct this exercise used theoretical elements presented during the training:



## 1.4 Feedback on the © MedPlan tool presented

### Working groups of day 3

The working groups of Day 3 provided the opportunity to test a business planning tool developed by Vertigo Lab, the ©MedPLAN Excel tool, and to present its major functionalities. The ©MedPLAN business tool aims to facilitate and support the business planning process for managers in defining their financial strategy.

Main difficulties in developing this tool were:

- To make it easy-to-use so that it is accessible to every managers (even beginners);
- To get a standardised typology that could fit with the structure of a maximum of management plans;
- To get a standardised typology that could fit with the structure of a maximum of financial accounting documents that could be used to fill in the Excel sheets.

From first exchanges, it seems that ©MedPLAN will be more adapted for MPAs in their creation or pioneer phase (see FFEM compass card template) than for more advanced MPAs. This could be explained by the nature of this tool that mainly aims at providing guidance and feeding dialogue on MPA financial strategies rather than being used as a day-to-day accounting tool: using this tool, MPA managers can upstream assess their financial needs and gaps based on their management plan and then try out several financial scenarios to fill in the gap.

Since ©MedPLAN was constructed to meet managers' needs for effective financing tools, participants were finally invited to share their comments on its use. These comments revealed different levels of ambition and needs. Based on these comments, a new version of ©MedPlan was then developed keeping in mind the need for a standardised and simple tool:

all participants comments were thus not taken into account. The new version of [©MedPLAN](#) is available on the MedPAN website for downloading.

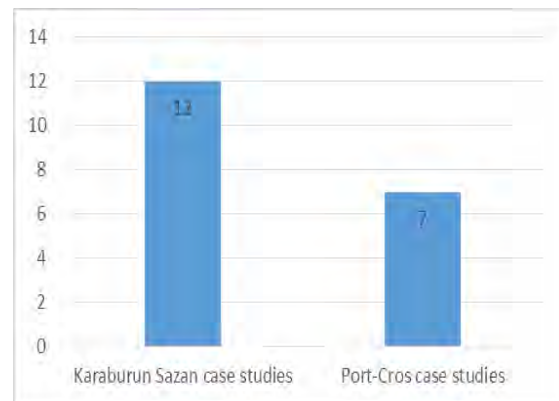
## 4. PARTICIPANTS FEEDBACK

An evaluation questionnaire was given to the participants at the end of the training (Appendix 1). This questionnaire aimed at collecting participants' satisfaction with the regional training contents and organisation. Training weaknesses identified by participants should be kept in mind for future training organisation. In total, we have collected 19 questionnaires, all completely filled in.

### Distribution of participants between case studies groups

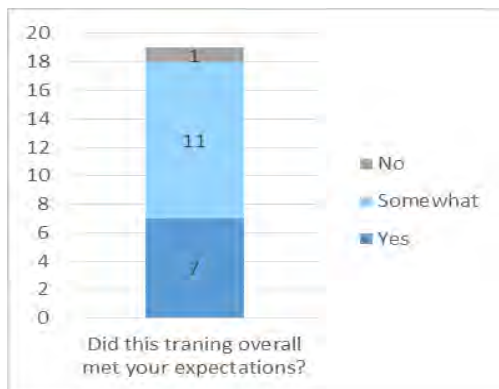
Three case studies were scheduled on the 3<sup>rd</sup> day. Participants were asked to select a case study depending on the issue they wanted to address. Because only 4 participants selected the case study on the Cap des Trois Fourches MPA, this third case study was finally cancelled.

The following figure presents the distribution of participants between the two other case studies groups.



Twelve participants were in the Karaburun Sazan case studies. Seven participants were in the Port-Cros case studies.

### Participants' expectations



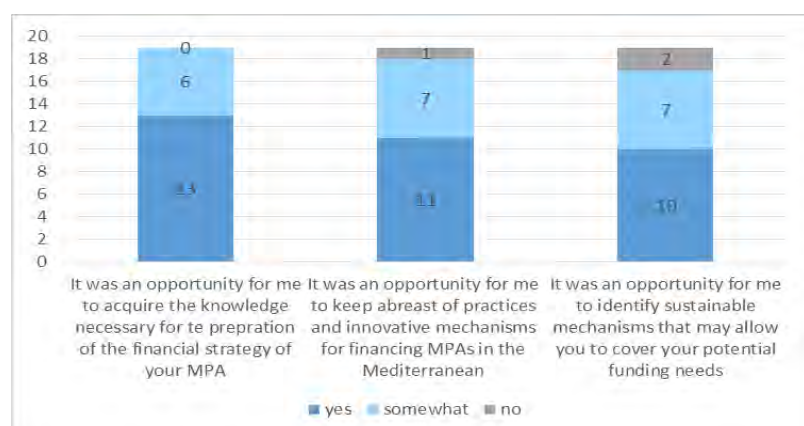
Participants were asked if the training met their expectations. The following figure presents participants answers to this question.

For 95% of participants, the training met their expectations (very much in dark blue or somewhat in light blue).

### Opportunities

Participants were asked to identify opportunities offered by the training. The following figure presents participants answers to this question.

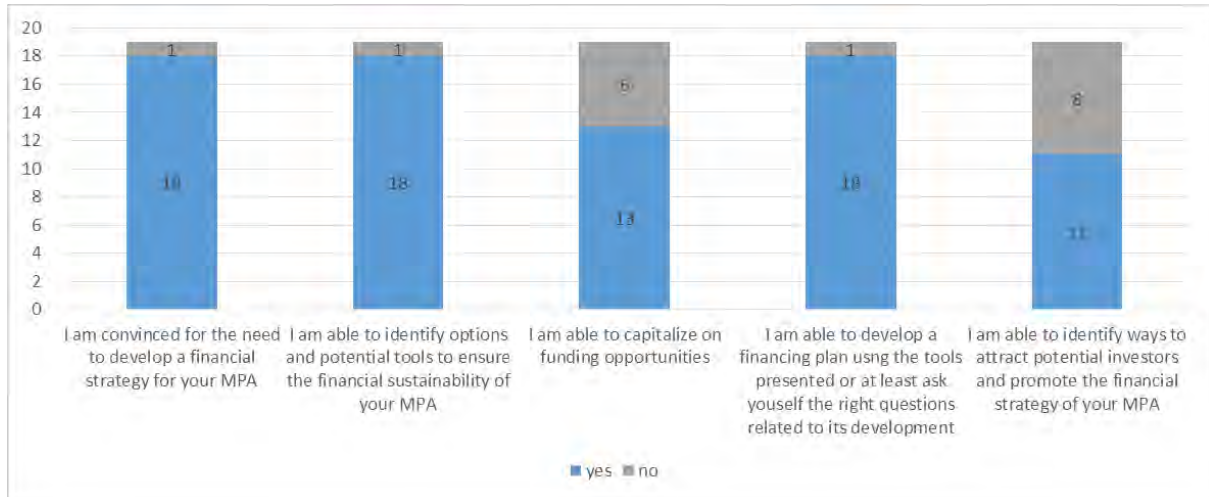
Globally, the regional training offered to participants all opportunities



it was intended to provide. These opportunities were described in the regional training document.

### Acquired skills

Participants were asked to identify skills and knowledges acquired during the training. The following figure presents participants answers to this question.

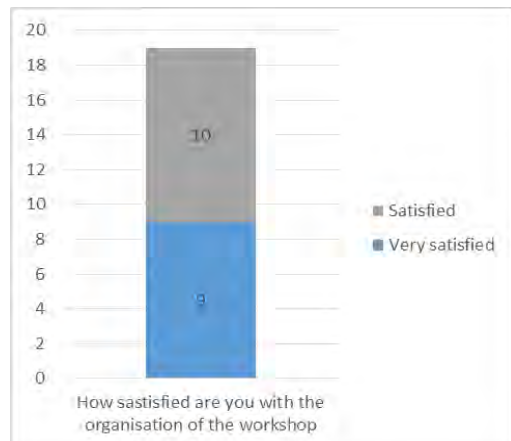


The capitalisation of funding opportunities and the identification and promotion of ways to attract potential investors are two skills that almost 70% of participants have acquired during the regional training. Future training on the financing of MPAs should focus on these two elements.

### Satisfaction with the training organisation

Participants were asked to assess the training organisation. The following figure presents participants answers to this question.

In conclusion, 100% of participants are satisfied with the organization of the regional training.



## 5. PARTICIPANTS AND CONTACT LIST

LAST NAME	FIRST NAME	ORGANISATION	COUNTRY	CONTACT EMAIL
Abellard	Olivier	Agence des aires marines protégées	France	<a href="mailto:olivier.abellard@aires-marines.fr">olivier.abellard@aires-marines.fr</a>
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Perez Villalba	Milagros	Junta de Andalucia	Spain	<a href="mailto:milagros.perez.villalba@juntadeandalucia.es">milagros.perez.villalba@juntadeandalucia.es</a>
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Sovinc	Andrej	Secovlje Salina Natural Park	Slovenia	<a href="mailto:andrej.sovinc@soline.si">andrej.sovinc@soline.si</a>
Starman	Marco	Landscape park of Strunjan	Slovenia	<a href="mailto:marko.starman@gov.si">marko.starman@gov.si</a>
Zuna	Violetta	UNDP	Albania	<a href="mailto:violeta.zuna@undp.org">violeta.zuna@undp.org</a>
Susini	Paul Antoine	Parc Naturel	France	<a href="mailto:p.antosusini@gmail.com">p.antosusini@gmail.com</a>



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Turk	Robert	Institute of the Republic of Slovenia for Natu	Slovenia	<a href="mailto:robert.turk@zrsvn.si">robert.turk@zrsvn.si</a>
Vallarola	Fabio	MPA of Torre del Cerrano	Italy	<a href="mailto:fabiovallarola@gmail.com">fabiovallarola@gmail.com</a>
Vignes	Pierre	MedPAN	France	<a href="mailto:pierre.vignes@medpan.org">pierre.vignes@medpan.org</a>

## 6. APPENDIX1 ; FEEDBACK/EVALUATION QUESTIONNAIRE

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We hope you enjoyed this 3-day training. To help us improve the content and organisation of future trainings, we invite you to answer this short feedback questionnaire (it will not take more than 5 minutes of your time).

**Please first remind us on which case study you worked Wednesday 21 October from 10:30 to 17:00:**

- Port Cros national Park
- Karaburun-Sazan Island
- Cap des Trois Fourches
- None

**Did this training overall meet your expectations?**

Please choose only one answer:

- Yes, very much
- Yes, somewhat
- No, not very much
- No, not at all

Please comment here:

**Was this training an opportunity for you to:**

	Yes	Somewhat	No
Acquire the knowledge necessary for the preparation of the financial strategy of your AMP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keep abreast of practices and innovative mechanisms for financing MPAs in the Mediterranean	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify sustainable mechanisms that may allow you to cover your potential funding needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment here:



**After this training, do you think you are:**

	Yes	No
Convinced of the need to develop a financial strategy for your MPA	<input type="checkbox"/>	<input type="checkbox"/>
Able to identify options and potential tools to ensure the financial sustainability of your MPA	<input type="checkbox"/>	<input type="checkbox"/>
Able to capitalize on funding opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Able to develop a financing plan using the tools presented or at least ask yourself the right questions related to its development	<input type="checkbox"/>	<input type="checkbox"/>
Able to identify ways to attract potential investors and promote the financial strategy of your MPA	<input type="checkbox"/>	<input type="checkbox"/>

**How satisfied are you with the organization of this workshop?**

*Logistics, organization of working groups, field trip, available documents, registration procedure.*

Please choose only one answer:

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied

Please comment here:

**Thank you and have a good trip back home!**