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**Agenda item 5: Specific Matters for Consideration and Action by the Meeting**

**Draft Decision: Updated Resource Mobilization Strategy**

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UNEP/MAP  
Athens, 2017

### **Note by the Secretariat**

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

The updated RMS aims to constitute the strategic framework for fulfilling the need to match the ambition for with predictable and realistic resource mobilization, thereby ensuring coherence, continuity, and effectiveness of the MAP/Barcelona Convention work.

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

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

The updated RMS is attached as Annex I of this draft Decision submitted to the MAP Focal Points for their consideration.

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

**Draft Decision IG. 23/5**

**Updated Resource Mobilization Strategy**

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

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

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

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

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

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

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

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

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

**Annex I**  
**Updated Resource Mobilization Strategy**

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**LIST OF ABBREVIATIONS AND ACRONYMS**

ABNJ	Areas Beyond National Jurisdiction
ACCOBAMS	Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area
AEs	accredited entities
AfDB	African Development Bank
BBNJ	Areas Beyond National Jurisdiction
BCRS	Barcelona Convention online Reporting System
CAMP(s)	Coastal Area Management Programme(s)
CBD	Convention on Biological Diversity
CC	Climate Change
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention)
COP	Conference of Parties
CPs	Contracting Parties
CU	Coordinating Unit
DESA	Development Policy and Analysis Division
DG	Directorate-General
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DPSIR	Driving forces, Pressure, State, Impact, Response
EBRD	European Bank for Reconstruction and Development
EBSA	Ecologically or Biologically Significant Marine Areas
EC	European Commission
EcAp	Ecosystem Approach
EcAp MED II	Mediterranean Implementation of the Ecosystem Approach, in coherence with the European Union (EU) Marine Strategy Framework Directive (MSFD)
EFC	European Foundation Centre
EIA	Environmental Impact Assessment
EIB	European Investment Bank
ENI	European Neighbourhood Instrument
ENP-South	European Neighbourhood Policy-South
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FRAs	Fisheries Restricted Areas
GCF	Green Climate Fund
GEF	Global Environmental Facility
GES	Good Environmental Status
GFCM	General Fisheries Commission for the Mediterranean
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
GPGC	Global Public Goods and Challenges
H2020	Horizon 2020 initiative

HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
ICZM	Integrated Coastal Zone Management
IDLO	International Development Law Organization
IFIs	International Financial Institutions
IGOs	Intergovernmental Organizations
IISD	International Institute for Sustainable Development
IMAP	Integrated Monitoring and Assessment Programme of the Mediterranean Sea and Coast and Related Assessment Criteria
IMELS	Italian Ministry for the Environment, Land and Sea
IMO	International Maritime Organization
Info/MAP	UNEP/MAP Mediterranean knowledge platform
INFO/RAC	Information and Communication Regional Activity Centre of MAP
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IsDB	Islamic Development Bank
IT	Information Technology
IUCN	International Union for Conservation of Nature
LBS	Land-Based Sources
LDCs	Least Developed Countries
LGSL	Leading Group on Solidarity Levies
MAP	Mediterranean Action Plan
MED POL	Programme for the Assessment and Control of Marine Pollution in the Mediterranean Region
MedPAN	Network of Marine Protected Areas managers in the Mediterranean
MedProgramme	GEF Mediterranean Sea Programme: Enhancing Environmental Security
MPA(s)	Marine Protected Area(s)
MSFD	Marine Strategy Framework Directive
MSP	Marine Spatial Planning
MSSD	Mediterranean Strategy for Sustainable Development 2016-2025 - Investing in environmental sustainability to achieve social and economic development
MTF	Mediterranean Trust Fund
MTS	UNEP/MAP Mid-Term Strategy 2016-2021
NAP(s)	National Action Plan(s)
NBB	National Baseline Budget
NFPs	National Focal Points
NSSD	National Strategy for Sustainable Development
ODA	Official Development Assistance
OECD	Organization of Economic Cooperation and Development
OECD/DAC	OECD Development Assistance Committee
POPs	Persistent Organic Pollutant(s)
PoWs	Programme(s) of Work
PRTR	Pollutant Release and Transfer Register
PSSAs	Particularly Sensitive Sea Areas
RAC(s)	Regional Activity Centre(s)

RMS	Resource Mobilization Strategy
SAP BIO	Strategic Action Programme for the conservation of Biological Diversity in the Mediterranean Region
SAP-MED	Strategic Action Programme to Address Pollution from Land-Based Activities
SCCF	Special Climate Change Funds
SCP	Sustainable Consumption and Production
SDG(s)	Sustainable Development Goal(s)
SEA	Strategic Environmental Assessment
SEIS	Shared Environmental Information System
SIA	Strategic Impact Assessment
SIDS	Small Island Developing States
SPA	Specially Protected Areas
SPAMI(s)	Specially Protected Area(s) of Mediterranean Importance
TDA	Transboundary Diagnostic Analysis.
TEEB	The Economics of Ecosystems and Biodiversity
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	United Nations High Commissioner for Refugees
WB	World Bank
WFP	World Food Programme
WWF	Worldwide Fund for Nature



## UPDATED RESOURCE MOBILIZATION STRATEGY

### SUMMARY

1. During COP 19 (Athens, Greece, 9-12 February 2016) the Contracting Parties to the Barcelona Convention adopted the UNEP/MAP Mid-Term Strategy 2016-2021 (MTS) which is meant to guide the path for the protection of the Marine Environment and the Coastal Region of the Mediterranean and the contribution to sustainable development of the Mediterranean Region for the period 2016-2021. The Ultimate Objectives of the MTS are the achievement of Good Environmental Status (GES) of the Mediterranean and the contribution to sustainable development. The MTS has the Overarching Theme of Governance, three Core Themes: (a) Land and sea-based pollution, (b) Biodiversity and ecosystems, and (c) Land and sea interactions and processes, and three Cross-cutting Themes: (a) Integrated coastal zone management, (b) Sustainable consumption and production, and (c) Climate change adaptation. The main challenge when trying to achieve the objectives of the MTS is the availability of adequate financial resources. The MTS and the more specific biannual Programmes of Work (PoWs) provide the framework for approaches, submissions and negotiations with donors and any external funds should go towards their objectives. To this end, the MTS and the PoWs implementation will be complemented by the updated Resource Mobilization Strategy.

2. This updated Resource Mobilization Strategy (RMS) benefited from a wide range of inputs provided by Focal Points of the Contracting Parties and the staff of the Coordinating Unit and MAP Components. It provides a framework and options for enhancing the financial basis of the United Nations Environment Programme/Mediterranean Action Plan (UNEP/MAP), to support MTS implementation. It proposes a diversification of MAP's funding sources, and recommends establishing new relations with other relevant funding partners. It makes specific recommendations for MAP to further its engagement with existing and new funders, foundations, private sectors entities, and innovative financing sources and to enlist these entities in becoming supporters and contributors to MAP. Furthermore, the updated RMS provides a rationale for the Contracting Parties to enhance support for MAP and to strengthen its capacity to interact with the existing funders and new partners.

3. In implementing the updated RMS, the Contracting Parties need to consider an initial increase in funding, provide a modest expansion in the Coordinating Unit's staff in order to strengthen MAP's resource mobilization and communications functions. Delivering on the updated RMS will require for the UNEP/MAP Coordinating Unit (CU) to be strengthened to manage new funding partners, enhance coordination with the MAP Components, and develop better communication products for outreach, especially targeted to the diverse group of donors. The Contracting Parties' initial investment is needed to support the implementation of the RMS. In the long run, the added investments will bring positive returns to MAP. Diversifying the funding streams and building the Secretariat's capacity to implement the updated RMS and to engage with the networks of new partners and funders is critical to the success of the updated RMS.

4. The updated RMS concludes with a set of recommendations for the Contracting Parties to consider in relation to its approval and implementation. The RMS would permit MAP to further diversify its funding sources, widening the donor base; strengthen the resource mobilization functions; leverage resources and results through partnerships; improve management of donor relations and broaden relations with new and diverse funding partners and entities. Furthermore, the updated RMS recommends enhancement of the communications tools, and of coordination with RACs and other collaborating partners. Appendix 1 of the updated RMS shows, for indicative purposes, potential sources of funding for the specific strategic outcomes and indicative key outputs of the MTS, in relation to available global, regional and bilateral funding instruments.

## INTRODUCTION

5. The 17<sup>th</sup> Ordinary Meeting of the Contracting Parties (COP 17, Paris, France, 8-10 February 2012), (adopted the Resource Mobilization Strategy (RMS) of UNEP/MAP, included in Decision IG.20/13 under Annex III.

6. During COP 19, the Contracting Parties adopted two decisions that addressed the UNEP/MAP resource mobilization issues. The first decision (IG.22/1) on the MTS, identified the availability of the financial resources as the main challenge for MAP to achieve its objectives. The second decision (IG.22/20) on the Program of Work and Budget 2016-2017 (PoW) called for the Secretariat to prepare an updated Resource Mobilization Strategy, to assist the Contracting Parties in mobilizing resources.

7. More specifically, the MTS included a Key Output 1.1.4: “Funding opportunities for regional and national priorities identified, donors/partners informed and engaged, through the implementation of the updated Resource Mobilization Strategy, and Contracting Parties assisted in mobilizing resources”. To this end, the PoW decision specified (as Main Activity 1 of Key Output 1.1.4) the need to prepare a ground mapping study for identifying funding opportunities for regional and national priorities and to update the MAP Resource Mobilization Strategy including the development of coherent MAP-wide communication mechanism targeting donors/partners. This updated RMS responds to the request by the Contracting Parties for updating the RMS.

8. The decision to update the RMS seeks to strengthen MAP and enable it to secure required resources to implement its core objectives. The COP 19 decisions further demonstrate the Contracting Parties’ intent to identify and expand new funding opportunities for UNEP/MAP, assure stable, adequate and predictable resources, and strengthen linkages between activities of the PoWs and the funding sources.

9. The updated RMS, building on the RMS approved at COP 17, seeks to provide the Contracting Parties with options and measures to improve the predictability and reliability of MAP funding, both in the short term and in the longer term. It provides a general background and context. It also provides some new elements; the rationale for moving towards a new UNEP/MAP resource mobilization approach; considers and reviews current trends in development finance as well as MAP’s current funding arrangements and its funding history and new perspectives; reviews potentially new funding mechanisms; and outlines the strategy for improved resource mobilization necessary to support MAP’s objectives and MTS implementation.

10. It also addresses risks that could impede a successful resource mobilization strategy, and measures that could mitigate such risks; provides recommendations for strengthened capacity of UNEP/MAP to deliver on the pertinent obligations under the Barcelona Convention and the MTS. The updated RMS proposes a diversification of resources to enable MAP to broaden its funding partners and financial resources in order to support MTS implementation, beyond the assessed contributions of the Contracting Parties, which constitute its main and predictable funding basis.

11. Finally, in its Appendix, the updated RMS provides a general indication of possible external sources of funding (global, regional and national/bilateral) at the level of strategic outcomes and key outputs of the MTS.

## I. GENERAL BACKGROUND

12. UNEP/MAP and its legal framework were adopted in 1975 and 1976 respectively, under the umbrella of the UNEP. The main objectives of UNEP/MAP are to assess and control marine pollution; ensure sustainable management of natural marine and coastal resources; integrate the environmental protection into social and economic development; protect the marine environment and coastal zones; protect natural and cultural heritage; strengthen

solidarity among Mediterranean coastal States; and contribute to an improvement of the quality of life in the Mediterranean region. Seven Protocols addressing specific aspects of Mediterranean environmental conservation further develop and complete the Barcelona Convention legal framework.

13. UNEP/MAP and its Barcelona Convention remain a recognized unique regional environmental legal framework and policy development process to contribute to sustainable development. Its historic role in the Mediterranean is well acknowledged, respected and recognized both by the Contracting Parties and other key players in the region and globally. UNEP/MAP remains the key environmental governance structure in the Mediterranean, with a network of focal points in the Contracting Parties, and a diversified network of Regional Activity Centres (RACs) that offer their expertise to the implementation of the Convention and its Protocols, for the achievement of Good Environmental Status (GES) in the Mediterranean and the contribution to sustainable development.

14. The Contracting Parties to the Barcelona Convention, i.e. the 21 countries bordering the Mediterranean Sea and the European Union (EU), decide on MAP strategies, programmes, and budget at biannual meetings. The Coordinating Unit, based in Athens, performs legal and representational functions, facilitates dialogue and coordinates UNEP/MAP's Programme of Work. Six technical RACs and MED POL, so-called MAP Components, assist – in line with their mandates - the Mediterranean countries in fulfilling their commitments under the Convention and the Protocols. MED POL Programme, administered by the CU, is responsible for marine pollution assessment and control; REMPEC, in Malta, for Marine Pollution Emergency Response; SPA/RAC, in Tunisia, for Biodiversity and Marine Protected Areas; PAP/RAC, in Croatia, for the promotion of Integrated Coastal Zone Management; Blue Plan/RAC, in France, for prospective analyses of environment and sustainable development; SCP/RAC, in Spain, for Sustainable Consumption and Production; and INFO/RAC, Italy, for Environment Information Systems.

15. UNEP/MAP is primarily financed by the Contracting Parties through the assessed contributions to the Mediterranean Trust Fund (MTF). Other sources of funding, include voluntary contributions from the European Union and ad-hoc voluntary contributions by other Contracting Parties, the Host Country contribution, funding from UN organizations, project funding by the Global Environmental Facility (GEF) and the European Commission, and other ad hoc donors. The voluntary and project funding is in general secured on an ad hoc basis and takes considerable staff time and efforts for the CU and MAP Components to achieve results.

## **II. GLOBAL CONTEXT**

16. In recent years, the focus of development finance has gone beyond Official Development Assistance (ODA), while the expectations about the allocations and use of ODA have sharpened. It is recognized that ODA accounts for less than one-third of official and private flows for development from OECD/DAC countries. At the same time, there is a growing demand and public pressure that these funds should be targeted and leveraged to achieve greater impact and results, while maximizing efficiency and cost effectiveness. Greater attention and focus has been given to private-public partnerships, collaboration with foundations, mobilizing domestic resources and a range of innovative financing mechanisms, including impact investing.<sup>1</sup> In the last decade, many international organizations and programs expanded their resource mobilization efforts and developed new policies of engagement with the above mentioned funding entities and other donors to support the organizations' growing development agenda and countries priorities.

17. At the United Nations Sustainable Development Summit on 25 September 2015, more than 150 world leaders adopted the 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals (SDGs). The SDGs reflect the main focus of the

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<sup>1</sup> OECD, Multilateral AID 2015: Better Partnerships for Post-2015 World, July 14, 2015

international community on the key environmental, social and economic challenges to be addressed. In the coming decade, the countries and international organizations are expected to provide significant domestic and international resources to support the 2030 Agenda for Sustainable Development. UNEP/MAP's Mid-Term Strategy 2016-2021 reflects the Contracting Parties' own agreed priorities and commitment to the global and regional sustainable development agenda. The effective implementation of the MTS will depend on the mobilization of resources, alignment of actions, and political will at all levels.

18. The recent report on Marine Protected Areas (MPAs) issued by the Organization of Economic Cooperation and Development (OECD) stated that the "intense exploitation of our oceans and seas is degrading marine biodiversity and ecosystems at an alarming rate."<sup>2</sup> This report presents good practice insights for effectively managing MPAs, one of the policy instruments available for the conservation and sustainable use of marine biodiversity and ecosystems. While global coverage of MPAs has been increasing over the past two decades, further efforts are required to meet the target under the Sustainable Development Goals and to ensure they are effective.

19. Oceans have been in the focus of the international sustainable development agenda in 2017. The high-level United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development took place in New York from 5 to 9 June 2017, coinciding with World Oceans Day, aiming to be the game changer that will reverse the decline in the health of our ocean for people, planet and prosperity. Furthermore, the fourth edition of Our Ocean Conference, "An Ocean for Life", will be held in Malta, on 5-6 October 2017 and will give prominence to the Mediterranean Sea. Both of these events are expected to mobilize the global community to focus on marine conservation.

20. Furthermore, several of the themes for the partnership dialogues under the UN Conference for the implementation of SDG 14 are relevant to UNEP/MAP's MTS and PoW; i.e. addressing marine pollution, managing, protecting and restoring and coastal ecosystems, making fisheries sustainable, increasing scientific knowledge and developing research capacity and transfer of marine technology. This and other UN initiatives and programs recognize partnership for sustainable development as an essential ingredient in their efforts to achieve successful implementation, noting also the importance of the regional dimension.

21. Marine litter is a challenge that has attracted increased attention in the implementation of SDG 14 and is an area of focus of UNEP's coordinated efforts through its Global Initiative on Marine Litter and, more recently, through the Global Partnership on Marine Litter. Furthermore, the G7 countries have formally agreed to tackle the issue of marine litter by recognizing the importance of its social, economic and environmental implications and in this respect an Action Plan to combat Marine Litter was adopted in 2015, outlining priority actions to address land-based and sea-based sources of marine litter as well as education, research and outreach actions. G20 leaders have also addressed the issue of marine litter in 2017 and an Action Plan on Marine Litter was adopted, under the commitment to take action to prevent and reduce marine litter of all kinds, including from single-use plastics and micro-plastics.

22. The adoption of the Paris Agreement in 2015 provided a new impetus on climate change adaptation and mitigation. The Green Climate Fund (GCF) is a new global fund created in 2010 to support the efforts of developing countries to respond to the challenge of climate change. When the Paris Agreement was reached in 2015, the GCF was given an important role in serving the agreement and supporting the goal of keeping climate change well below 2 degrees Celsius. The Fund pays particular attention to the needs of societies that are highly vulnerable to the effects of climate change, in particular Least Developed Countries (LDCs), Small Island Developing States (SIDS), and African States. The GCF has already committed US\$ 1.5 billion in climate-related finance worldwide, and is expected to be an important

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<sup>2</sup> Marine Protected Areas: Economics, Management and Effective Policy Mixes, Organization for Economic Cooperation and Development (OECD) June 2016 DOI:<http://dx.doi.org/10.1787/9789264276208-en>

channel for multi-lateral climate finance through 2020.

23. In 2016, the “Environmental Funding by European Foundations - volume 3” was published by the European Foundation Centre, which notes that it is “the most comprehensive study to date into the support for environmental initiatives provided by European foundations”. With the Paris Agreement and the SDGs, the institutional-based “good intentions” are in place. In order to translate these intentions into “tangible results” there is a very important role to be played by NGOs, think tanks and centers of academic excellence in terms of knowledge, and by voicing a broad spectrum of concerns and ideas. Philanthropy can “amplify a multitude of voices helping to deliver a fairer society for all”.<sup>3</sup>

24. This focus of the international community on specific environmental and sustainable development challenges and the momentum which is currently building in the international, regional and national levels, provide a very good opportunity for the UNEP/MAP-Barcelona Convention system to mobilize additional resources for the implementation of the MTS, which reflects to a great extent these current priorities and challenges.

### **III. UNEP/MAP CURRENT FUNDING SITUATION AND NEW PERSPECTIVES**

25. A number of concrete challenges exist for MAP, present by external and internal drivers of change. The current economic climate has led to the contraction of Official Development Assistance (ODA). MAP’s primary funding comes from the assessed and voluntary contributions provided by the Contracting Parties. The rest of the funding is pursued on a project basis.

26. Since 2004, the assessed contributions have remained static. The Contracting Parties did provide in 2016, a onetime 3% increase to MAP to assist with financial obligations for organizing and hosting the COP meetings and to enable all Contracting Parties to host a COP meeting. The funding from the Contracting Parties does not seem to have kept up with the inflationary costs and with the growing MAP portfolio. At the same time, MAP benefited in a regular basis from additional voluntary contributions of the Contracting Parties to support the implementation of the PoW. A recent (2016) framework agreement between the Italian Ministry for the Environment, Land and Sea (IMELS) and UNEP is an excellent development and a very good example, and there are now increased annual contributions provided to UNEP/MAP, in line with the MTS, expected to be in place for several years.

27. UNEP/MAP is fully vested in securing funds from traditional donors; bilateral, multilateral, and regional organizations. To enable new opportunities to be developed and to enhance outreach to the other donors and entities, the Contracting Parties’ approval is essential for the diversification of the funding sources. Such a decision is required to widen its networks and partnerships with various entities and funding sources, broaden the outreach to the foundations, private sector, innovative financing mechanisms and, for example, even consider the setting up of online website fundraising mechanisms to secure private donations and contributions.

28. At the same time, UNEP/MAP relations and collaborations with other international organizations, among them, the World Bank (WB), United Nations Development Programme (UNDP), Islamic Development Bank (IsDB), African Development Bank (AfDB), as well as the European Investment bank (EIB) which is fully involved in the EU H2020 initiative for a clean and healthy Mediterranean by 2020, the European Bank for Reconstruction and Development (EBRD) and many other international organizations and regional entities must be further developed and strengthened. To date, there are only a limited number of examples of existing collaborations between UNEP/MAP and the above mentioned partners.

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<sup>3</sup> Proposal toolkit on how to develop successful proposals for the Green Climate Fund (29 June 2017) Acclimatise and the Climate Knowledge Development Network (CKDN)

29. The European Union (EU) and the Global Environmental Facility (GEF) are, and will surely remain for a long time, significant contributors to the implementation of the RMS and of the MTS and the biannual PoWs.

30. The EU has a number of different funding mechanisms and resources streams available, which have been used to a large extent in the UNEP/MAP PoWs over the past twenty years. While the EU Directorate-General (DG) for Environment will remain a key partner, the approved MTS includes a number of core development issues, and interaction and engagement with all other relevant EU DGs will be essential to meet the resource requirements to implement MTS. These DGs are providing and can provide in future resources on the wide development agenda. Expanding the already considerable portfolio of initiatives supported by the EC and the outreach to additional EU funding sources, will permit UNEP/MAP to secure resources for the broader sustainable development agenda articulated in the MTS.

31. MAP has a strong collaboration with Global Environmental Facility (GEF), which date back to 1997 with the development of an “Assessment of the Transboundary Pollution Issues in the Mediterranean” as a basis to update the 1997 Mediterranean Transboundary Diagnostic Analysis (TDA). Since then, the GEF supported 3 considerable investments in the region including the 47 million USD Mediterranean Sea Programme (MedProgramme): Enhancing Environmental Security, approved in October 2016 which is now being developed by MAP and its executing partners.

32. During the preparation of the MTS and following its approval by COP 19, the CU in coordination with the RACs and other strategic partners took a proactive role in developing a proposal of projects which would fully reflect the priorities identified in the MTS as well as supporting Contracting Parties in providing a more effective and exhaustive response to the provisions of the Barcelona Convention, its Protocols and of other legally binding agreements and soft laws in the region.

33. This led to the approval of a number of projects, such as:

- The, GEF Funded, Mediterranean Sea Programme (MedProgramme): Enhancing Environmental Security, funded through a large GEF grant of USD 47,390,000. It will complement its technical assistance interventions with a large investment portfolio supported by the European Bank for Reconstruction and Development (EBRD) and the European Investment Bank (EIB), which will jointly provide a cash co-financing of USD 600,000,000, in the form of loans granted to the countries and to the public/private sector.
- The, EU funded, project “Towards an ecologically representative and efficiently managed network of Mediterranean Marine Protected Areas”. The EC-DG NEAR support the project with 2,999,949 EUR through the GreenMed II: ENI South regional environment and water programme 2014 – 2015.
- The, EU funded, Mediterranean implementation of the Ecosystem Approach, in coherence with the EU MSFD (EcAp-MEDII) project, funded with 2,675,000 EUR through the GPGC funding instrument under the EC-UNEP framework agreement.
- The, GEF funded, Implementation of Ecosystem Approach in the Adriatic Sea through Marine Spatial Planning (GEF Adriatic) project, funded by a GEF grant of USD 1,817,900 from the GEF International Water and Biodiversity focal areas.
- The, EU funded, SEIS Support Mechanism-South project, funded with 1,800,000 EUR which aims at further supporting the implementation of the Horizon 2020 initiative in the ENP South region in the period 2016-2019.
- The, EU funded, Marine Litter Project, supported with 1,400,000 EUR, focusing especially in the Southern Mediterranean Countries.
- The, GEF funded, Enhancing regional climate change adaptation in the Mediterranean Marine and Coastal Areas Project funded by the Special Climate Change Funds (SCCF) of

the GEF with USD 1,000,000.

34. The mandate of UNEP/MAP has increased over time, addressing emerging issues of priority for the region and through new or updated legal instruments, strategies and action plans, whose implementation requires additional funding. However, this has not been accompanied by an increased provision of funding and increased allocation of resources through the assessed contributions by the Contracting Parties to support the expanding portfolio or implementation of the approved new initiatives. As a result, the current allocation of assessed contributions (MTF) does not provide sufficient resources to fully meet the financial requirements of the biannual PoW.

35. Therefore, the Coordinating Unit and MAP Components must pursue efforts and engage their limited technical staff to identify and secure new resources to complement their funding requirements. A close interaction and coordination between the Coordinating Unit and the MAP Components is essential for the successful approach to the external donors. In this respect, the Coordinating Unit and MAP Components require adequate and dedicated staff engaged on resource mobilization efforts, able to engage in writing effective proposals or funding appeals, and to communicate with a range of donors with different reporting requirements and desired interaction.

36. In addition, UNEP/MAP has a limited number of joint programming and funding proposals that it submits jointly with other international environmental organizations. There is an opportunity to expand such collaborations and enhance partnering on specific initiatives with likeminded institutions working on similar objectives. Enhancing such collaboration with environmental organizations, combining shared resources and technical expertise could bring better results and more favorable response from the current or new donors.

37. It should also be noted that, there are a number of bilateral donors, who are not Contracting Parties, and who are big funders in the field of environment, climate change and wider sustainable development agenda and could become engaged and supportive of MAP's specific activities. The Contracting Parties need to examine this option and support the Coordinating Unit and MAP Components to reach out and approach the non-Party donors to partner with MAP on specific initiatives linked with the MTS themes.

38. Enhancing relations with bilateral donors could be further enhanced and developed by an annual donor consultation meeting. The Coordinating Unit, in collaboration with MAP Components, could organize an annual donor consultation meeting, initially at its offices in Athens, and then alternatively on rotational basis at the different RAC offices. Funding proposals and concept notes could be prepared and presented at the donors meeting, involving relevant resource mobilization or communication staff. This could help the enhanced coordination between the Coordinating Unit and MAP Components, develop a common approach towards donors, and help minimize staff travels to present individual proposals to donors. The interested donors would be invited to participate at the consultation meetings and would further engage with the staff and become better informed of MAP's initiatives that require extra funding resources.

39. Developing new relations with this wide range of partners will require a small and dedicated staff with skill sets and experience in interacting with the present and new funding partners. Two possible staff positions could be considered to strengthen the capacity of MAP: (1) a staff member with special focus on outreach to the private sector and foundations; (2) a communication specialist who could support the development of specialized promotional materials and support communication efforts of the Coordinating Unit and MAP Components in their outreach to donors and partners.

40. In any approach to mobilizing resources for the 2018-2021 periods, UNEP/MAP will have to contend with other institutions and initiatives in an increasingly competitive and demanding funding environment.

41. There are also new development funds that have been established in response to the

climate change agenda and which should be further explored and approached by UNEP/MAP. These funds could be pursued through joint programming and partnership collaboration with the other international organizations and partners, in order to reduce work load while combining the technical expertise of the partners in joint proposal submissions. The Sustainable Development Fund, the Adaptation Fund as well as the UNFCCC Green Climate Fund (GCF) are just a few of the new funding vehicles available and which could support MAP's specific activities. Acclimatise, together with IISD and with the support from the Climate and Development Knowledge Network, has launched a new proposal toolkit<sup>4</sup>, which is an essential reading for project proponents, accredited entities and national designated authorities who would like some guidance on GCF proposal requirements.

42. The GCF deserves special attention from UNEP/MAP due to the high relevance of climate change and variability in the Mediterranean and for the potentiality of the Fund in terms of support provided both at a national and regional level. The Fund aims to mobilize funding at scale to invest in low-emission and climate-resilient development and to support a paradigm shift in the global response to climate change. It allocates its resources to low-emission and climate-resilient projects and programmes in developing countries. The Fund pays particular attention to the needs of societies that are highly vulnerable to the effects of climate change, in particular Least Developed Countries (LDCs), Small Island Developing States (SIDS), and African States.

#### **IV. PROPOSED OUTREACH TO NEW DONORS AND PARTNERS**

##### **Foundations**

43. The review of literature shows that there is strong potential for MAP to expand collaboration with other/new funders and partners and in particular, the foundations, private sector entities, new innovative financing mechanisms, including social impact investing. Currently, the CU and the MAP Components have only a few examples of collaboration with these entities. These funders are strong supporters of the international development and environmental agenda and should be more aware of UNEP/MAP objectives and activities. There are many foundations and private sector entities focused and engaged in the thematic areas of concern and could be enlisted in becoming partners and supporters in the implementation of national and regional priorities. This requires a coordinated approach and communication outreach to bring on board a wide range of partners as funders. Furthering relations and engagement with the private sector will require for the Contracting Parties to approve a private sector guidance policy, and agree to a criteria and policy for public-private partnership development. Having an agreed policy in place will assist the Coordinating Unit and the MAP Components in the establishment of the new donor relations, especially with private sector partners.

44. Foundations are established as grant making bodies with a set of objectives. In operation they are closest to the grant making of governments and like governments they may allow a percentage of the grant for overheads, e.g. staff costs, infrastructure, etc. This is most often seen in the grant making of the bigger, international foundations. Smaller foundations, corporate foundations and family foundations are less likely to allow for overheads in the grant application budget. In all cases, three trends would impact on UNEP/MAP's engagement with foundations; (1) as a general rule, foundations no longer want to be seen as 'passive grant makers' but as partners and investors in the public good and activities; (2) the majority of foundations are interested in funding innovation and new solutions to problems, rather than mere support for routine core programming of the grantee organization; (3) foundations expect 100% on time, accurate reporting on how their grant has been used and the impact made. There is also a growing field of community foundations which have emerged in developing countries and who could be tapped and engaged in obtaining matching funds with other partners.

45. The European Foundation Centre (EFC) in Brussels, Belgium, and the U.S. Council of Foundations, in New York and Washington, provide an excellent source material and information on the national, regional and global foundations. In 2015, EFC undertook a third



mapping of environmental funding by the European Foundations. Through a desk study and dialogue with the foundations, the EFC identified in total 170 foundations as environmental funders and who have a defined environmental programme or mission. In total 75 of them accepted the invitation to share their 2014 grant list with title and granted amount. Out of the 75 foundations, 61 also participated in the previous mapping, making direct comparison possible. On average, their environmental grant making is unchanged with a total of almost €480 million, just covering for inflation since 2011. This is only 4-5% of the total philanthropic grant making.<sup>4</sup>

46. The prioritized themes of the above foundations draw a picture that most funding is going to nature/biodiversity and less to “industrial” activities, such as transport and chemicals. Surprisingly, climate change funding is not the most significant theme.

Encouragingly, “sustainable communities” and “circular economy” are moving up the priority list. This shows that environmental funders are adjusting their programmes in order to ensure better coherence with political priorities and general developments. Since the study was published in 2015, the figures do not reflect increases in grant making for climate change initiatives following the adoption of the Paris Climate Agreement in December 2015.

47. Most foundation funding is going to recipients in Europe with projects in their own country. Only 4% of the grants are EU wide whereas 18% are international<sup>5</sup>. The European Foundations are interested in increasing funding for the environmental agenda and have established a network of the European Environmental funders. These funders meet twice a year and learn more about EU-level and each other’s activities, seeking to bring more interest to environmental philanthropy at EU-level. Becoming a member of such a network would enable UNEP/MAP to be informed of the European Foundations and other funders focusing their grant making on environmental issues.

48. UNEP/MAP could initiate a relationship with EFC and identify relevant foundations with which it could collaborate to support the thematic and strategic objectives outlined in the MTS. Similarly, it should participate in the annual EFC meetings as well as other international philanthropic forums. This would enable MAP staff to meet and interact with the program officers of the foundations. By participating as panelists, they would be able to share information on the specific thematic issues and generate support as well as funding from the European philanthropic community. At present, these foundations may not be sufficiently aware of UNEP/MAP and its activities.

49. Through increased interaction, UNEP/MAP could increase its recognition and broaden its support among the foundations. UNEP/MAP could similarly develop a flexible and mobile exhibit to showcase at the foundations’ events its published materials and documentation relevant to its thematic and strategic objectives. The mobile exhibit could further awareness among the foundations and their partners and enable the organization to present its communication materials in more informative and appealing way as to attract support from new funders.

### **Private Sector Partners**

50. There are various ways for UNEP/MAP to engage in securing resources from the private sector. Corporate fundraising is a more complicated undertaking and engagement with the private sector should be undertaken on the basis of a long-term strategic partnership, offering more than just money. UNEP/MAP should first develop and adopt criteria for engagement with these entities. In 1984, UNEP established a special relationship with industry and currently maintains an office in Paris, France, engages with the industry to support more environmentally sensitive protections, develops and circulates guidelines for disaster response, and circulates the environmental standards to the private sector partners. MAP can learn from this experience as well as review other international organizations experience in building

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<sup>4</sup> Third European Foundation Centre (EFC) Mapping of European Funding by European Foundations, 15 November 2015

cooperation with the private sector.

51. The private sector partnership-building should be seen as a longer term effort, and if structured correctly, in the long run, it could lead to financial benefits and support for MAP and its various activities. Other UN institutions have taken this approach and have established beneficial relationships and engagement with the private sector. For example, both the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP) have adopted private sector fundraising strategies; WFP in 2008 and UNHCR in 2006, revised and updated in 2010.

52. Both organizations have clarity on the future direction and goals of their fundraising operations and have set targets for their fundraising with the private sector. For 2017, WFP's target is US\$ 270 million; US\$ 200 million as cash contributions and US\$ 70 million as in-kind contributions.<sup>5</sup> Both WFP and UNHCR are organizations focused on emergencies and this could potentially generate greater public support. Nonetheless, the mandate of UNEP/MAP communicated and articulated well, could also receive a favorable response and support from the private sector.

53. WFP initially had a much smaller target (US\$ 10 million) but as their partnership with the private sector evolved the targets increased and also created the stronger partnerships, which enabled WFP to significantly increase its share of funding from the private sector. Similarly, UNEP/MAP could take initial steps and agree to a target of US\$ 1.5 million in its first year of any substantive engagement with the private sector.

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

### **Innovative Financing Mechanisms**

55. The innovative financing was introduced in mid-2000 as a tool to bridge the gap between what was available from official development assistance and what was actually needed to reach the Millennium Development Goals. The Leading Group on Solidarity Levies (LGSL) was launched in March 2006. This pilot group established the first innovative framework for practical action, in particular in the field of health. This group now encompasses 55 member countries, 3 observers, and a number of major international organizations. It is estimated that through this innovative mechanism the countries raised annually over US\$ 200 million by adding a small surcharge on individual passenger airline tickets. The funds collected were made available to specific international institutions to address the major health threats, including HIV/AIDS.

56. This maybe an opportune time for UNEP/MAP, in partnership with the Contracting Parties, to develop an innovative financing mechanism similar to the one adopted with the Leading Group on Solidarity Levies, and establish an environmental levy on all cruise ships passengers. Resources received from such an innovative mechanism could be partially used to support the MAP and other Regional Seas Programmes. In addition, the funds received could be used to help countries with other environmental initiatives for which they are lacking funding.

57. In cooperation with the International Maritime Organization (IMO) and UNEP, the Contracting Parties could begin discussions on the feasibility of introducing a measure, for

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<sup>5</sup> Title of the reference IOM Feasibility Study Report from THINK, October 2012, p. 34

example proposing a 1 Euro surcharge on the ticket of passenger traveling on cruise ships in the Mediterranean. Furthermore, this surcharge could be proposed for all Regional Seas Programmes. However, the initial focus should be in implementing this proposal with the cruise ships operating in the Mediterranean Sea. Considering the significant number of passengers traveling on cruise ships in the region - the potential funding to be secured by this innovative financing mechanism (1 Euro levy on passenger tickets) could result in substantial resources to be obtained. Based on the amount of global and regional passenger traffic on cruise ships – the annual funds obtained could be within the 100 million Euro ranges. These voluntary funds collected could also be shared (50/50) between MAP and the Contracting Parties' Ministries in charge of environmental issues.

58. Other potentially innovative financing to be explored is partnering with regional hotel chains and tour operators. Discussions could center on how these entities could introduce, on a voluntary basis, promotional materials that would encourage specific hotels and tour operators in the Contracting Parties to promote and distribute to their guests or clients a short promotional material on UNEP/MAP. Guests would be asked to provide, for example, 1 Euro as a voluntary contribution to support conservation and protection of marine environment in the Mediterranean Sea.

59. Additionally a pin or ocean blue bracelet with the MAP's logo could be produced and given as a token of appreciation to the voluntary contributors or further employed as a marketing tool to promote UNEP/MAP and expand its awareness to a wider audiences.

60. These are just a few perspective ideas on how innovative financing mechanisms could be introduced for the benefit of the UNEP/MAP and in support of the Contracting Parties country environmental agenda. The success of these initiatives will depend on the political leadership, support, and engagement of the Contracting Parties.

### **Improved Communications**

61. The proposed initiatives will also require that the Coordinating Unit enhances its communications functions, and has a dedicated staff supporting outreach, production of promotional materials, and introduction of new communications tools to further promote and enhance knowledge of UNEP/MAP and its Components. The Secretariat could hold discussions with communication and public relation networks, such as the Ad-Council in London, to provide on a pro-bono basis support to MAP in the development of communications tools, plans and specific promotional activities. A senior level staff, with extensive communication skills, should be approved to support UNEP/MAP in sharpening its brand and communications efforts with the existing and new partners. The promotion of communication activities under the RMS should be also linked with the Communication Strategy.

## **V. RISK ASSESSMENT AND MITIGATION**

62. In light of both the need to secure adequate funding for UNEP/MAP and implement a new mandate to diversify its funding sources and improve adequacy, predictability and stability of its resources, it is prudent to highlight those factors that could impact in the way of achieving the measures of success. These factors are: (a) commitment and initial investment of the Contracting Parties to support the Secretariat as it expands its resource mobilization and communication functions; (b) evaluation process set up to monitor the progress made in the implementation of the updated RMS; (c) Secretariat's timetable on the RMS implementation established and outreach to new partners agreed to.

63. The implementation of the updated RMS will require continued support by the Contracting Parties, for the introduction of the new arrangements and changes required in order for MAP to vigorously pursue and built a solid collaboration with a diverse group of donors as well as improve communication materials and enhance internal coordination.

64. Having a monitoring and evaluation process in place would be beneficial for the

Contracting Parties to determine the progress achieved in the implementation of the updated RMS.

65. The policy decisions, such as the development/review of criteria for collaboration with the private sector in line with relevant UNEP policies, or the introduction of the innovative financing mechanisms, are expected to be completed in full consultation and collaboration with the Contracting Parties.

66. Similarly, the strengthening of UNEP/MAP resource mobilization and communication functions, through establishing two additional posts in the CU, will be critical. Strengthened capacity would result in improved interaction with the Contracting Parties as well as with RACs and other partners and donors.

67. The Secretariat would prepare timelines for the various deliverables and initiatives proposed in the updated RMS. This will make it possible for UNEP/MAP to evaluate the steps and measures taken to ensure it is on track with the deliverables and effectively demonstrate progress made, while also informing the Contracting Parties of any obstacles encountered. The Contracting Parties' support is essential in mitigating unforeseen circumstances that could adversely impact and/or delay the RMS implementation.

## **VI. RECOMMENDATIONS FOR THE IMPLEMENTATION OF THE UPDATED RESOURCE MOBILIZATION STRATEGY**

68. The following recommendations are addressed to the Secretariat and the Contracting Parties. They build upon the existing RMS recommendations and introduce new elements and proposals to further future potential of UNEP/MAP in securing new resources. Some of the recommendations can be implemented without additional or new resources provided, while others will require future resources to be allocated before the specific recommendations can be implemented.

### **Overall Recommendations**

- Use the Mid-Term Strategy 2016-2021 as the guide in identifying the required new resource mobilization and in enhancing efforts to pursue new funding, since it provides the clear basis and agreed core objectives for implementation.
- Consider a possible regular increase of the assessed contributions to the MTF, since they provide the main guarantee for stable and predictable resources and demonstrate the continued commitment of Contracting Parties.
- Maintain close and professional working relations with present donors and new donors based on dialogue, credibility and transparency.
- Ensure there is close coordination and collaboration in outreach to donors between the Coordinating Unit and the RACs.
- Nurture relations with donors through informal contacts, information sharing, and dialogue on policy issues, and substantive elements.
- Develop relationships with new country donors, the foundations and private-sector partners and test the potential and opportunity to engage these new partners as funders to MAP.
- Organize annual donors' consultation meetings and present project proposals and funding requirements to the existing and new donors.
- Become a member of the European Foundation Centre (EFC) and participate in their annual conferences and meetings and build closer interaction between UNEP/MAP and the European Foundations, including global foundations.
- Whenever possible, participate in the UN and other international fora that address issues of marine pollution, sustainable development, climate change and present and share the knowledge and results of UNEP/MAP enhancing visibility and outreach.

- Initiate discussions with the likeminded international organizations and entities and collaborate in submitting joint proposals to funders, thus effectively utilizing the technical expertise of both UNEP/MAP and the partnering organization.
- Expand partnerships and secure funding from the other UN organizations, IFIs, and Regional Banks.
- Initiate discussions with relevant entities and explore the potential of setting up innovative financing mechanisms (like surcharge levy with the cruise ships in the Mediterranean Sea, hotels, and tour operators).
- Make full use of the support and engagement of the Contracting Parties and Focal Points as advocates for funding and support to UNEP/MAP within their own and other governments, as well as with other relevant partners.
- Consolidate the already successful cooperation with the Global Environmental Facility (GEF) and explore the potential for securing funding from the newly established funds; such as Sustainable Development Fund, Adaption Fund, Green Climate Fund and other climate funds, that could support the MAP's wider sustainable development agenda and climate change initiatives.
- Broaden and deepen cooperation with the European Union, while also identify possible funding sources of relevance within the other EU services and Directorates.
- Encourage all Contracting Parties to provide voluntary contributions for the implementation of the MTS and the biannual PoWs.

#### **Enhance Internal Staff Capacity for Resource Mobilization and Communications Functions**

- Increase capacity for resource mobilization by adding an additional staff member to the Coordinating Unit focused on expanding resource mobilization efforts with new donors and entities, such as foundations, private sector, and innovative financing. The new staff member would also support efforts for enhanced interaction with RACs in their fundraising outreach. This position could initially be funded with the support of the Contracting Parties by agreeing to finance a secondment of professional staff position with expertise in the resource mobilization functions outlined above.
- Establish a mechanism to consistently manage the pool of projects financed by extra budgetary resources to establish a consistent and efficient mechanism to support the management of external resources and the implementation of the activities that they fund. A strategic response to this need is essential for the implementation of the updated RMS and for the effective management of project implementation.
- Prepare specific private sector guidelines for UNEP/MAP, in line with relevant UNEP guidelines, to engage and develop the long-term collaboration with the private sector partners. Ensure the guidelines developed would protect the organization from reputational risks and would secure the credibility of the organization, while on the same time they will promote environmental protection and sustainable development. The UN Global Compact has excellent source materials developed regarding partnering with the private sector. MAP could consult and benefit from the UN Global Compact guidelines and also review other international institutions strategies for collaboration with the private sector partners.
- Explore pro-bono support from communication and public relation networks, such as the Ad-Council in London, to support communication efforts and outreach. Identify other entities able to provide ad-hoc and pro-bono advice in support of the development of MAP's communication materials and broader communication efforts and outreach to donors and funders.
- Support establishment of a communication specialist post for the Coordinating Unit.

Approve and allocate required resources to enable a senior communication specialist, with expertise in production and development of specialized communications materials, able to support the outreach to the existing and new donors, especially the foundations and private sector partners and innovative financing mechanisms.

- Develop mobile communication exhibit to utilize at international forums and conferences and help increase the awareness of MAP and its Components to the funders.
- Consider setting up a donor base system that could improve and extract information such as donor reports, registering contributions and other reporting requirements. Specific tools are available, that could be considered for use by MAP for a better management, reporting and correspondence with a variety of donors.

### **Coherence, coordination and programme management**

- Continue and give high priority to the implementation and recommendations for better coherence, coordination and programme management as outlined in the forward of the Governance Paper. The implementation of those recommendations will be critical in the successful resource mobilization efforts.
- Make the management of donor funds and approaches an integral part of the programme management cycle.
- Continue and further integrate resource mobilization into the agenda of the Executive Coordination Panel to ensure coordination and ownership.
- Ensure that all approaches for funding are guided by the MTS and the biennial Programmes of Work.
- Formulate plans and budgets in user-friendly formats that are conducive to resource mobilization and the preparation of submissions to donors.
- Complement the Plans with narrative strategic outlines that set out main goals, core business lines, priorities, expected results and the strategies to be employed to ensure good performance.
- Establish a monitoring and evaluation mechanisms to measure progress on the updated RMS and prepare time lines for deliverables and report on results to the Contracting Parties. Convince donors that UNEP/MAP is committed to self-learning and is an improvement-oriented organization.

### **Specific Donor Recommendations**

- Consolidate and deepen when possible the cooperation with all relevant services and Directorates in the European Commission.
- Further enhance synergies with other organizations and initiatives, such as Horizon 2020, European Environment Agency, etc.
- Develop a system for close coordination at the country level between focal points of UNEP/MAP, MED POL and RACs, and GEF focal points, EU focal points and/or delegations, UN country offices, in order to help Contracting Parties to coordinate internally and to exploit funding opportunities.
- Start developing a portfolio of future projects, including identifying the appropriate funders, as early as possible, since the application and negotiating process is long.
- Further enhancing the dialogue and discussions with the EU, the European Investment Bank (EIB) and the World Bank, African Development Bank (AfBD), European Bank for Reconstruction and Development (EBRD) and other relevant International Financial Institutions (IFIs) and international, regional and national

donors, to discuss possible collaboration on the range of initiatives involving considerable investments, to support Contracting Parties to implement the programmes of measures under the National Action Plans adopted in the framework of UNEP/MAP-Barcelona Convention and its Protocols.

- Strengthen and operationalize partnerships with other regional partners in approaching possible donors, by bringing an integrated plan of activities to the table.

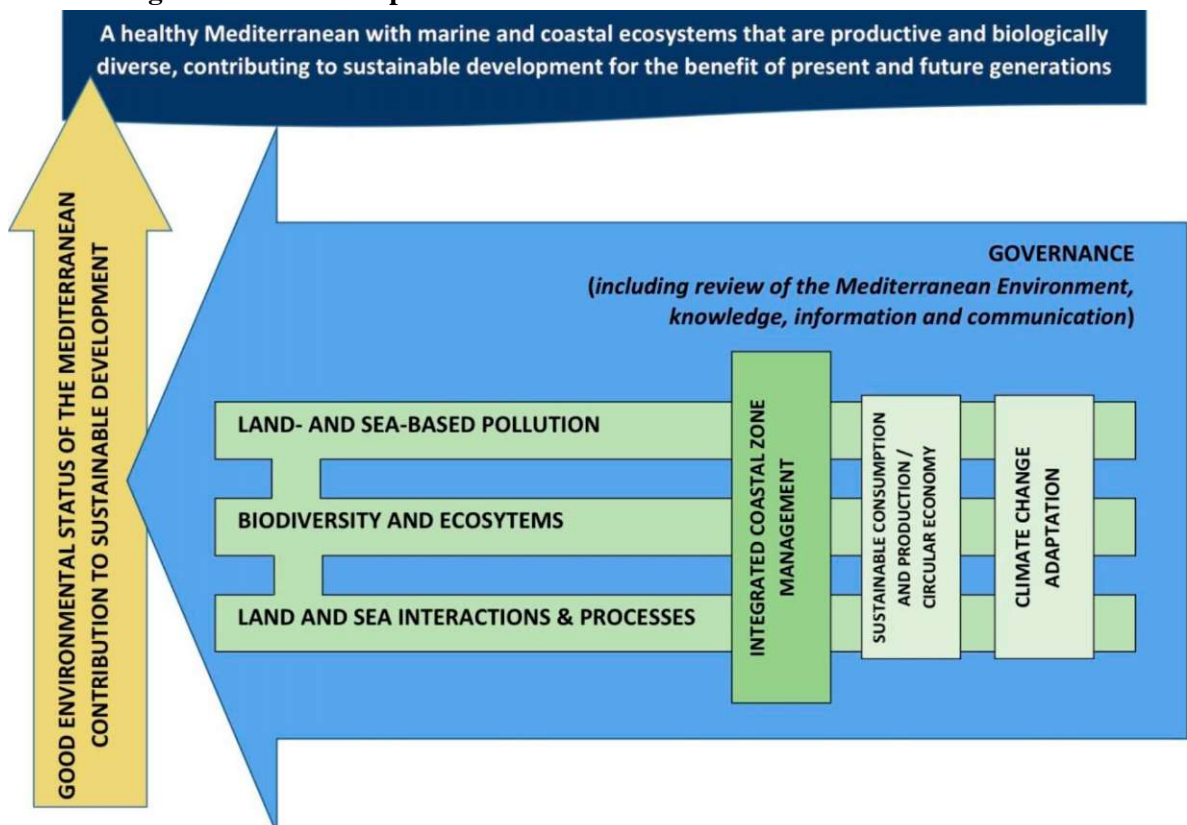
## Appendix I

### Potential Donors for the Implementation of the UNEP/MAP Mid-Term Strategy 2016-2021

1. The MTS is an adopted document (Decision IG.22/1), comprehensive in nature, and provides the necessary guidance for the implementation. It sets Governance as the Overarching Theme and identifies three Core Themes: Land and Sea Based Pollution; Biodiversity and Ecosystems: Land and Sea Interaction and Processes, and three Cross-cutting Themes: Integrated Coastal Management; Sustainable Consumption and Production; Climate Change Adaptation. The MTS provides a listing of the key outcomes and the outputs desired for each of its Themes. 30. The concept of the MTS is reflected in Diagram 1.

2. Furthermore, MTS describes the strategic themes and identifies perspective donors to be likely approached for each of the themes. The updated RMS was developed and structured to complement the MTS and presents a way forward for the Secretariat and the Contracting Parties. The updated RMS makes specific recommendations to enable the Secretariat to expand its outreach to new donors, enhance engagement with existing donors, and build relations and outreach to new partners and funders. The updated RMS proposes a diversification of resource flows from a variety of donors. Such an approach would also enable the Secretariat to broaden the visibility and recognition of MAP-Barcelona Convention and enhance the support and collaboration with new partners and donors.

#### a. Diagram 1: The Concept of the MTS



3. The MTS overarching theme of Governance, and the specific outcomes to be achieved under it, will likely be funded, in addition to the assessed contributions (MTF), from the bilateral funding and from the perspective funds to be obtained from the international organizations and regional and national entities supporting initiatives in the Mediterranean region. It is important to note that the proposed new donors in the updated RMS (such as foundations, private sector partners, innovative financing mechanisms) will be less likely to engage in the funding of legal and regulatory related activities.



4. The new donors will be more likely willing to support specific initiatives that reflect the individual donor's mandate or specific thematic interest. It is expected that some of the new donors will be project oriented and only support the core objectives of MTS which best align themselves with the donors' interests. The funds which could be potentially secured from the innovative financing mechanisms would offer most of the flexibility in the allocation of funds by the Secretariat and the Contracting Parties. The innovative financing mechanisms, where implemented, would not be earmarked funds and thus could be applied to meet any short fall in the funds required to implement objectives under the MTS. Additionally, the funds could be used to support other initiatives and programmatic activities developed by the UNEP/MAP.

5. The RMS also articulates the need for the Secretariat to give greater visibility and promote the work of the MAP-Barcelona Convention system by participating in the global, regional and national meetings and conferences, as well as attending the events of the foundations where contacts can be established with funders and opportunities for funding of specific activities can be explored. Similarly, building and further developing relations with the private sector can effectively lead to long term partnerships and to continued support from this sector.

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

**TABLE 1. Strategic Outcomes and Indicative Key Outputs for Governance**

Strategic Outcomes	Indicative Key Outputs	Possible funding
1.1 Contracting Parties supported in the implementation of the Barcelona Convention, its Protocols, Regional Strategies and Action Plans.	1.1.1 Ratification of the Barcelona Convention and its Protocols by all Contracting Parties supported.	Bilateral donors <sup>6</sup>
	1.1.2 Effective legal, policy, and logistic support provided to MAP decision-making process including advisory bodies meetings.	Bilateral donors
	1.1.3 Strengthen interlinkages between Core and Cross-cutting themes and facilitate Coordination at national level across the relevant sectors. In this context, examine the impacts of a transition to Thematic Focal Points within UNEP/MAP system for consideration at the COP 20.	Bilateral donors and national governments and regional development institutions
	1.1.4 Funding opportunities for regional and national priorities identified, donors/partners informed and engaged, through the implementation of the updated Resource Mobilization Strategy and Contracting Parties assisted in mobilizing resources.	Updated RMS submitted to be approved by CP
1.2 Contracting Parties supported in compliance with the Barcelona Convention, its Protocols, Regional Strategies and Action Plans.	1.2.1 Compliance mechanisms effectively functioning and technical and legal advice provided to Contracting Parties, including technical assistance to enhance implementation of the Convention and its Protocols including reporting.	International Development Law Organization (IDLO) could be a potential partner for technical/legal assistance to countries. Global Foundations could be funders
1.3 Strengthened participation, engagement, synergies and complementarities among global and regional institutions.	1.3.1 Regional cooperation activities promoting dialogue and active engagement of global and regional organizations and partners, including on SAP BIO, Marine Litter, SCP, ICZM, Related entities could support funding for regional co-operation MSP and Climate Change (e.g. regional conference, donor meetings).	Bilateral Donors, EU, Regional Development Banks, UNDP, UNFCCC, IGOs

<sup>6</sup> Bilateral donors also include ad hoc voluntary contributions from Contracting Parties

	<p>1.3.2 Participation in relevant existing or new international initiatives and dialogue (e.g. ABNJ, MPAs, Offshore, Sustainable Development) to highlight the Mediterranean regional specificities and increase synergies.</p>	<p>Bilateral, IGOs, private sector foundations</p>
	<p>1.3.3 MSSD implementation set in motion through actions on visibility, capacity building and the preparation of guidelines to assist countries adapt the Strategy to their national contexts.</p>	<p>UN Sustainable Development Fund, Adaptation Fund, other similar funds</p>
<p>1.4 Knowledge and understanding of the state of the Mediterranean Sea and coast enhanced through mandated assessments for informed policy-making.</p>	<p>1.4.1 Periodic assessments based on DPSIR approach and published addressing inter alia status quality of marine and coastal environment, interaction between environment and development as well as scenarios and prospective development analysis in the long run. These assessments include climate change related vulnerabilities and risks on the marine &amp; coastal zone in their analysis, as well as knowledge gaps on marine pollution, ecosystem services, coastal degradation, cumulative impacts and impacts of consumption and production.</p>	<p>Bilateral donors, Private sector entities and Foundations</p>
	<p>1.4.2 MSSD implementation monitored, as appropriate and evaluated, as appropriate on periodic basis through the agreed set of indicators in line with SDG and the sustainability dashboard.</p>	<p>Private sector Foundations, IGOs</p>
	<p>1.4.3 Implementation of IMAP (the EcAp-based integrated monitoring and assessment programme) coordinated, including GES common indicators fact sheets, and supported by a data information centre to be integrated into Info/MAP platform.</p>	<p>EU (relevant EU Directorates), GEF</p>
	<p>1.4.4 Interface between science and policy-making strengthened through enhanced cooperation with global and regional scientific institutions, knowledge sharing platforms, dialogues, exchange of good practices and publications.</p>	<p>Foundations, Bilateral donors, Scientific institutions</p>

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

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

Strategic Outcomes	Indicative Key Outputs	Possible funding
2.1 Strengthening regional implementation of the obligations under the Barcelona Convention and 4 pollution-related Protocols, and of programmes of measures in existing relevant Regional Strategies and Action Plans.	2.1.1 Targeted measures of the regional plans/strategies facilitated and implemented.	Bilateral donors, EU, IGOs, Regional organizations, GEF
2.2 Development or update of new/existing action plans, programmes and measures, common standards and criteria, guidelines.	2.2.1 Guidelines, decision-support tools, common standards and criteria provided for in the Protocols and the Regional Plans, developed and/or updated for key priority substances or sectors.	Private sector Foundations, Regional organizations
	2.2.2 Regional programmes of measures identified and negotiated for pollutants/categories (sectors) showing increasing trends, including the revision of existing regional plans and areas of consumption and production.	Green Climate Fund, GEF, EU, Regional Organizations, Bilateral donors, Private sector partners
2.3 Strengthening and implementation of marine pollution prevention and control legislation and policies at national level, including through enforcement and integration into sectorial processes.	2.3.1 Adopted NAPs (Art. 15, LBS Protocol) implemented and targeted outputs timely delivered	National entities, Bilateral donors, EU, IFA, GEF
	2.3.2 NAPs developed to implement the Regional Strategy for Prevention and Response to Marine Pollution from Ships.	National Entities, IGOs, EU, IMO
	2.3.3 SCP Regional Action Plan (pollution- related activities) mainstreamed into and implemented through NAPs and national processes, such as SCP National Action Plans and NSSDs.	Private sector, Foundations, Bilateral Donors, IGOs

Strategic Outcomes	Indicative Key Outputs	Possible funding
2.4 Marine Pollution Monitoring and assessment.	2.4.1 National pollution and litter monitoring programs updated to include the relevant pollution and litter Imap indicators, implemented and supported by data quality assurance and control.	Bilateral Donors, EU, GPA
	2.4.2 Inventories of pollutant loads (NBB, PRTR from land-based sources, and from offshore and shipping) regularly updated, reported and assessed.	EU, European Investment Bank, European Bank for Reconstruction, and Development, Technical cooperation with Shipping Companies, GPA
	2.4.3 Marine pollution assessment tools (in depth thematic assessment, maps and indicator factsheets) developed and updated for key pollutants and sectors within EcAp.	Bilateral donors, EU, GEF
2.5 Enhanced capacity at regional, sub- regional and national levels including technical assistance and capacity building.	2.5.1 Training programmes and workshops in areas such as pollution monitoring, pollutant inventories, policy implementation, common technical guidelines, authorization and inspections bodies, compliance with national legislation.	National Entities, relevant IGOs
	2.5.2 Pilot projects implemented on marine litter, POPs, mercury, and illicit discharges reduced, including through SCP solutions for alternatives to POPs and toxic chemicals and the reduction of upstream sources of marine litter for businesses, entrepreneurs, financial institutions and civil society.	WB, UNDP, GEF, Private sector entities

Strategic Outcomes	Indicative Key Outputs	Possible funding
	2.5.3 Marine pollution prevention and control measures and assessments integrated in ICZM Protocol implementation projects, CAMPs and related Strategic Environment Impact Assessments.	Bilateral Donors, GEF
2.6 Enhanced cooperation at regional, sub- regional and national levels to prevent and control marine pollution.	2.6.1 Agreements, synergies and exchange of best practices with key relevant global and regional partners and stakeholders with a particular focus on marine litter.	Regional Organizations, International Environmental Organizations, EU
	2.6.2 Networks and initiatives of businesses, entrepreneurs and civil society providing SCP solutions contributing to alternatives to POPs and toxic chemicals and to reduce upstream sources of marine litter supported and coordinated.	EU, Environmental Organizations, GEF, Private sector partners
2.7 Identifying and tackling new and emerging issues, as appropriate.	2.7.1 Reviews/policy briefs developed and submitted to Contracting Parties on emerging pollutants, ocean acidification, climate change and linkages with relevant global processes.	Foundations, UNFCCC, UN/DESA, EU, Bilateral donors

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

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



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

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

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

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

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

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

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

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

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

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

6.4 Enhanced cooperation at regional, sub-regional and national levels to prevent and control marine pollution		partners, Foundations
	6.4.2 A Mediterranean SCP Hub for knowledge exchange and networking fully operative and performing as connector and lever for new partnerships and initiatives providing SCP solutions.	EU, UNESCO, UNEP, GEF



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

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