

MedPAN Strategy 2026 – 2030

Draft proposal

March 2026

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List of acronyms

ACCOBAMS	The Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and contiguous Atlantic area
BoD	Board of Directors
CBD	The Convention on Biological Diversity
COP	Conferences of parties
EcAp	Ecosystem Approach
EU	European Union
GA	General Assembly
GFCM	The General Fisheries Commission for the Mediterranean
IUCN	The International Union for Conservation of Nature
MAPAMED	Marine Protected Areas in the Mediterranean
MCPA	Marine and Coastal Protected Areas
MedFUND	Mediterranean Trust Fund for Protected Areas
MedPAN	The Mediterranean Protected Areas Network
MoU	Marine Memorandum of Understanding
MPA	Marine Protected Area
OECM	Other Effective area-based Conservation Measures
SAPBIO	The Strategic Action Programme for the Conservation of Biological Diversity in the Mediterranean Region
SPA/BD	The Protocol Concerning Specially Protected Areas and Biological Diversity in the Mediterranean
SPA/RAC	Regional Activity Centre for Specially Protected Areas
SWOT	Strengths, Weaknesses, Opportunities, Threats
TNA	Training needs assessment
TOR	Terms of reference
UFM	The Union for the Mediterranean
UNEP-MAP	United Nations Environment Programme / Mediterranean Action Plan
UNFCCC	The United Nations Framework Convention on Climate Change
WWF	World Wildlife Fund

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1. INTRODUCTION

MedPAN, the network of Marine Protected Area (MPA) managers in the Mediterranean, is a non-profit association established in 2008 to structure and coordinate a collaboration that has existed since the 1990s. Its mission is to strengthen MPA management effectiveness and support healthy marine ecosystems through knowledge exchange, technical expertise, financial support, and policy engagement.

Today, the network comprises 132 organizations from 21 Mediterranean countries, including 84 member MPA management bodies (among them the 8 founding members) and 48 official partners contributing to MPA establishment and management. MedPAN collaborates closely with key regional partners such as the United Nations Environment Programme - Mediterranean Action Plan (UNEP-MAP), the Regional Activity Centre for Specially Protected Areas (SPA/RAC), the Union for the Mediterranean (UfM), the Mediterranean Trust Fund for Protected Areas (The MedFund), the World Wildlife Fund (WWF), The International Union for Conservation of Nature (IUCN), the General Fisheries Commission for the Mediterranean (GFCM), the Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and contiguous Atlantic area (ACCOBAMS), and the Conservatoire du Littoral (CdL).

MedPAN places strong emphasis on strategic planning. To date, two core strategic documents have guided its work: the MedPAN Strategy 2013–2017 and the MedPAN Strategy 2019–2023 and beyond.

As the 2019–2023 Strategy has come to an end, MedPAN launched, in October 2023, the development of its updated 2026–2030 Strategy. This revision has been crucial to ensuring that the MedPAN Strategy effectively supports Marine Protected Areas (MPAs) by reflecting their management needs and priorities, while also addressing ambitious international conservation commitments. This endeavour was based on an extensive consultation process involving network members and other key stakeholders across the Mediterranean MPA community.

The revision comes at a pivotal moment for marine conservation in the Mediterranean. While political and public attention to ocean protection is increasing, pressures on marine ecosystems continue to intensify. This situation calls, on the one hand, for the acceleration of Marine Protected Area establishment and, on the other, for strengthened support to existing MPAs, as biodiversity loss and the accelerating impacts of climate change pose growing challenges for MPA managers. In this evolving context, the role of MedPAN, established to strengthen MPA management effectiveness through cooperation, knowledge exchange, and technical support, is more relevant and necessary than ever.

A core strength of MedPAN lies in its ability to bridge experience from the field with decision-making processes at local, national, regional, and Mediterranean levels. By grounding policies, strategies, and investments in the practical realities of MPA management, the network contributes to more effective, coherent, and impactful conservation outcomes across the Mediterranean.

Updating the strategy provides an opportunity to build on the network's experience and reaffirm a shared vision and common priorities among its members and partners. Aligned with the post-2020 Global Biodiversity Framework and the global objective to effectively conserve at least 30% of marine areas by 2030, the new strategy seeks to set the framework for delivering clear, tangible, and widely recognisable results.

The MedPAN Strategy 2026-2030 is planned to be finalised and adopted by MedPAN's General Assembly in 2026. This process combines the preparation of analytical and evaluation documents with an extensive consultation process aimed at engaging all relevant MedPAN stakeholders.

2. POLICY CONTEXT

MedPAN activities are embedded within a broader policy and institutional context. They contribute to and draw from ongoing processes at regional and international levels, while fostering cooperation and collaborative work among relevant stakeholders.

The current environmental policy context is characterised by a convergence of international, regional, and European commitments that place marine protected areas (MPAs) and other effective area-based conservation measures (OECMs) at the centre of marine biodiversity conservation and sustainable use. While many of these frameworks are structured around ambitious 2030 targets, they increasingly embed these milestones within longer-term strategic visions, reflecting the recognition that biodiversity recovery, ecosystem resilience, and the effectiveness of conservation measures require sustained action beyond a single decade.

At the **global level**, the ***Kunming–Montreal Global Biodiversity Framework***, adopted under the **Convention on Biological Diversity**, establishes Target 3, calling for at least 30% of marine and coastal areas to be effectively conserved and managed by 2030, with an emphasis on ecological representativity, connectivity, equity, and effective management. This ambition directly reinforces the role of well-designed and effectively managed MPA networks.

In the **Mediterranean**, the **Barcelona Convention**, and in particular the **Protocol concerning Specially Protected Areas and Biological Diversity (SPA/BD Protocol)**, provides the legally binding framework for the designation, management, and networking of MPAs, including Specially Protected Areas of Mediterranean Importance, within an ecosystem-based management approach.

The ongoing implementation of the Mediterranean Strategy for Sustainable Development and the Ecosystem Approach (EcAp) further highlights MPAs as key tools for achieving Good Environmental Status and biodiversity conservation objectives at basin scale. This framework is further operationalised through the ***Post-2020 Regional Strategy for Marine and Coastal Protected Areas and Other Effective Area-Based Conservation Measures (MCPAs & OECMs)***, which aligns regional action with global 2030 targets while placing strong emphasis on long-term effectiveness, governance quality, ecological coherence, and connectivity of MPA and OECM networks. In parallel, the Post-2020 Strategic Action Programme for Biodiversity (SAPBIO) articulates a longer-term vision for the conservation and restoration of Mediterranean marine and coastal biodiversity towards 2050, reinforcing the need to move beyond coverage targets towards sustained biodiversity outcomes and ecosystem service delivery.

Within the **European Union**, the **Marine Strategy Framework Directive**, the ***EU Biodiversity Strategy for 2030*** and the ***EU Action Plan: Protecting and restoring marine ecosystems for sustainable and resilient fisheries*** are complemented by the **EU Nature Restoration Regulation**, adopted in 2024, which introduces legally binding restoration targets for marine and coastal ecosystems and further strengthens requirements for the expansion, effective management, and ecological coherence of MPAs, including the restoration of degraded habitats.

Together, these policy frameworks reinforce the strategic importance of MPAs as cornerstone instruments for delivering biodiversity outcomes, climate resilience, and sustainable use in the Mediterranean, providing a strong and forward-looking policy foundation for the new MedPAN Strategy.

In this evolving policy context, increasing attention is also being given to the enabling conditions required to ensure the long-term effectiveness of marine protected areas, particularly sustainable financing. In the region, the **Mediterranean Trust Fund for Protected Areas (MedFund)**, established in 2015 with support from France, Monaco, Tunisia, the Prince Albert II of Monaco Foundation, and regional partners including MedPAN, is a key regional environmental trust fund dedicated to mobilising sustainable financing for MPAs (10 years). MedFund's governance explicitly includes MedPAN as a partner, underscoring their collaborative role in strengthening MPA networks across the basin.

SPA/RAC, as the agency responsible for implementing the Barcelona Convention on Specially Protected Areas in the Mediterranean, is another important regional partner of MedPAN. MedPAN has worked closely with SPA/RAC since 2011. A cooperation protocol provides a framework for joint actions, alongside a specific agreement dedicated to the management of the [MAPAMED database](#).

3. HOW WAS THE STRATEGY PREPARED?

The preparation of the MedPAN Strategy 2026–2030 followed a structured and participatory methodology designed to ensure the strategy is both evidence-based and broadly supported by key stakeholders. The process was guided by the general strategy development scheme shown in **Figure 3.1**. In brief, it involved analysing the current state, defining the desired future, and identifying steps to bridge the gap between the two. The approach draws on lessons learned from the previous strategy (2019–2023) and aligns with relevant international, European, and regional policy frameworks.

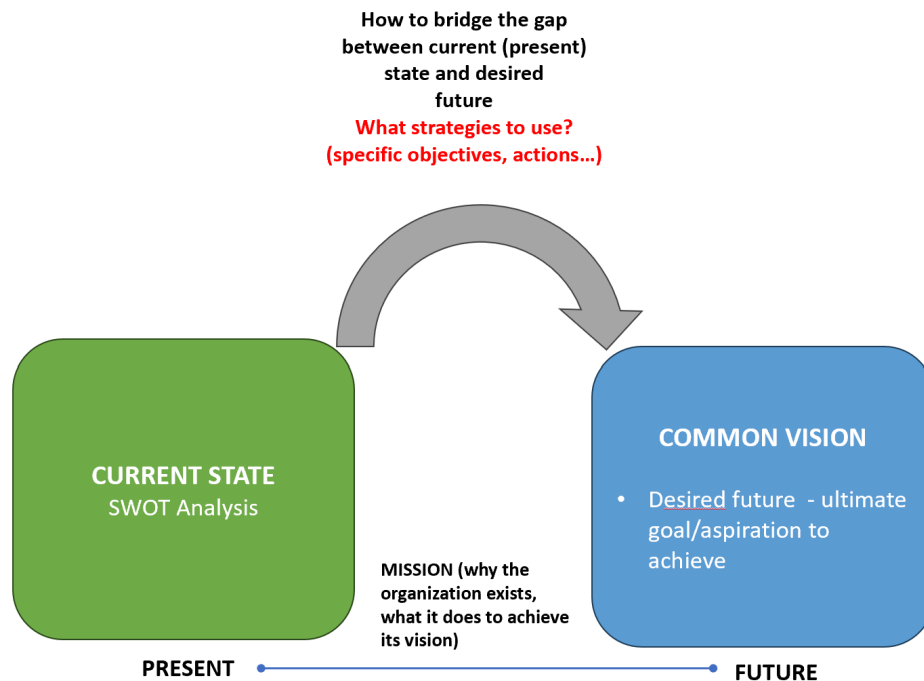


Figure 3.1. General strategy development scheme

The preparation of all background documents, along with the guidance, facilitation of the consultation process, and compilation of the collected information into the main strategic elements, was carried out by MedPAN’s consultants from Stenella consulting ltd. (Croatia), Ana Štrbenac and Julie Belmont, under supervision and with active support and contributions from the MedPAN Secretariat.

3.1. Preparation of the background documents

To support the development of the updated Strategy, some key analyses were carried out in the first place, serving as a foundation for discussions during the consultation process. In this regard, the following documents were produced:

- [Analysis/synthesis of policies and processes relevant for the MedPAN Strategy 2026 – 2030 \(hereinafter referred to as: Analysis\)](#)

The Analysis aimed to ensure that, strategically, MedPAN continues to harmonize its actions with international commitments, as well as ongoing and planned partnerships, networking, and

cooperation with other organizations. This document also helped with further identification of gaps in current policies and possibilities for MedPAN's contribution, which were used and discussed through the entire updated Strategy development process.

- [Evaluation of the MedPAN Strategy 2019 – 2023 and beyond \(hereinafter referred to as: Evaluation\) + Annex 1-7](#)

The Evaluation analysed the implementation and performance of the most recent MedPAN Strategy, in order to discern the actions that have been successfully implemented and yielded the most positive outcomes, as well as to identify aspects that require enhancement or redirection in the next strategic period.

3.2. Consultation process

3.2.1. Structure and flow of the consultation process

The development of the updated Strategy followed an active participatory approach, engaging a diverse range of stakeholders relevant to MedPAN, based on the stakeholder analysis conducted as part of the methodological framework¹.

The consultation process was structured in two phases—Phase 1, focused on consulting different stakeholders to prepare the Draft Strategy, and Phase 2, dedicated to reviewing and commenting on the draft. It was further organized into **five steps (Figure 3.2)**, outlining the main stages and interactions of the participatory approach.



Figure 3.2. Five steps of the consultation process and timeline. *Source: MedPAN presentation for the Board of Directors meeting – 5 February 2025*

The consultation process began with a **broad online survey**, disseminated widely by the MedPAN Secretariat between March 5th and 25th 2025. This initial step helped identify priority themes and key

¹ As outlined in the internal document: *Methodology for the preparation of the MedPAN Strategy 2026 – 2030*

issues to be discussed, using online questionnaires focused on MedPAN’s mission and vision, complemented by a SWOT analysis.

Following the initial survey, **four open online workshops** (covering first 3 steps of the overall Consultation process presented in the Figure 2) were organized between April and June 2025² to gather inputs at different stages of the process. These workshops provided opportunities for interactive discussion, exchange of experiences, and consensus-building among stakeholders across the Mediterranean region. In addition, the interactive surveys used during the workshops remained open afterwards to collect responses from participants who were not able to attend.

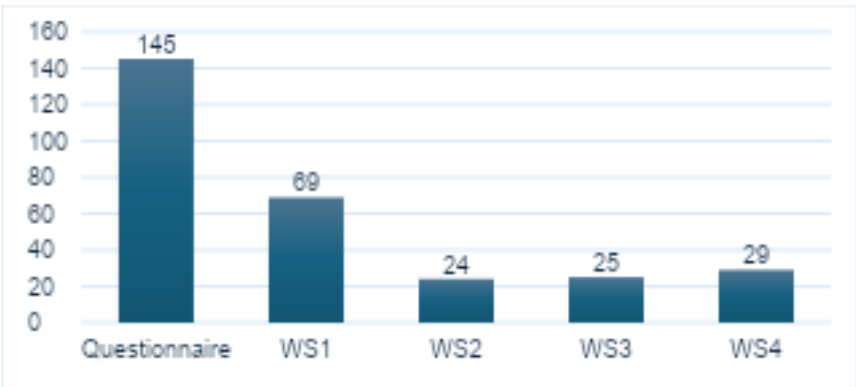
In addition, throughout the entire Strategy development process, several **internal consultations and meetings** were held **with the MedPAN Secretariat**, as well as with **the Board of Directors**. These exchanges were essential not only to discuss the substantive content of the updated Strategy, including aspects not addressed during the stakeholders’ workshops, such as the development of targets and indicators, but also to coordinate operational matters related to the organization and management of the consultation process.

A **dedicated webpage** for the MedPAN Strategy 2026-2030 was also created by the MedPAN Secretariat as part of the official MedPAN website. This page provided continuously updated information on the Strategy’s development and served as a key communication tool for all relevant and interested stakeholders to refer to at any time.

3.2.2. Stakeholder participation overview

Throughout the entire Phase 1 process, a total of **292 registered participations**³ were recorded; 145 responses to questionnaires and 147 participants in the workshops (**Figure 3.3**). Most were affiliated with **other organizations or entities, 47%**, **34%** were **MedPAN Members**, and **19%** were **Partners**. (**Figures 3.4**). This highlights a clear potential to involve more organizations as MedPAN Members and Partners.

It should also be noted that **60% of all MedPAN Members and 69% of MedPAN Partners have actively taken part in the consultation process overall**, which is a strong indicator of community engagement and ownership.



² 1st workshop – 10 April 2025, 2nd workshop – 5th May 2025, 3rd workshop – 2nd June 2025, 4th workshop – 26th June 2025

³ Note: This figure represents the total number of registered participations, meaning that some individuals registered for multiple events and therefore may be counted more than once. Nevertheless, this overall number provides useful insights and trends.

Figure 3.3. Number of participants in the Consultation process – Phase 1.

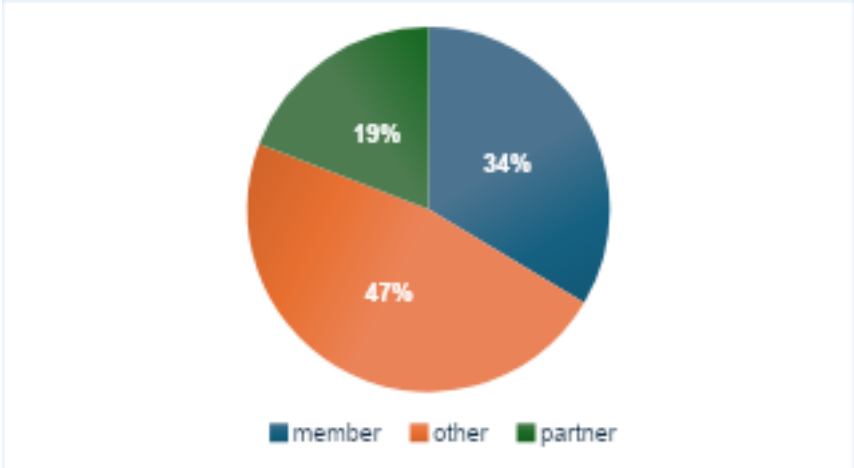


Figure 3.4. Consultation process – Phase 1 participants status per 3 main categories: Members, Partners and Other organizations

After removing multiple counts of individuals who attended more than one session, the consultation process mobilized altogether **198 distinct participants, representing 157 different organizations from 26 countries.**

Participants came from a wide range of sectors and institutions, including: MPA management and co-management bodies; networks of MPA managers and stakeholders; ministries, governmental agencies, and institutions responsible for MPAs; sub-national and local authorities and their networks; judiciary, prosecutors, law enforcement agencies and their networks; universities, scientific and research institutions and their networks; Mediterranean and international NGOs, as well as national and local NGOs involved in nature conservation; intergovernmental organisations; European Union executive bodies, institutional working groups, and formal networks; private sector (tourism operators, environmental consultancy companies and experts, commercial fishermen, philanthropic actors and donors) and media.

This diversity of stakeholders ensured **broad, balanced, and representative input** into the development process of the MedPAN Strategy 2026-2030.

4. WHERE IS MedPAN NOW?

Understanding the present state is one of the crucial steps in developing the updated strategy. To this end, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis related to MedPAN was carried out using inputs from numerous stakeholders collected through the online survey (proposed SWOT elements) (**Annex 1**). In addition, the evaluation of the MedPAN Strategy 2019–2023 and beyond was conducted, highlighting the strengths and weaknesses of the previous strategy.

4.1. SWOT analysis

Overall, the SWOT analysis provides a stakeholder-informed assessment that highlights both the robustness of MedPAN’s foundations and the critical areas requiring strategic attention. The findings underline the need for the 2026-2030 Strategy to consolidate existing strengths, address key internal weaknesses, capitalize on emerging opportunities, and enhance resilience to external threats, in order to strengthen MedPAN’s effectiveness, relevance, and leadership in Mediterranean marine conservation.

The Stakeholders identified MedPAN’s key **strengths** as its extensive and well-established regional network, strong legitimacy and representativity, and its recognized role in supporting marine protected area (MPA) management across the Mediterranean. Effective knowledge sharing, scientific and technical expertise, capacity-building and training opportunities, inclusive multi-stakeholder collaboration, and direct engagement at field level were consistently highlighted as major assets. Together, these elements position MedPAN as a central platform for cooperation, learning, and policy influence in Mediterranean marine conservation.

At the same time, the SWOT analysis revealed a number of internal **weaknesses** that constrain the network’s overall effectiveness. These include governance and management inefficiencies, financial constraints, and a lack of clear strategic focus. Stakeholders also pointed to uneven capacities among individual MPAs and members, low levels of engagement and participation in some network activities, limited visibility and political impact, and insufficient mechanisms for assessing effectiveness. Inconsistent legal frameworks across countries and MPAs, as well as limited international cooperation and partnerships with other regional and global networks, further affect coherence and impact.

From an external perspective, stakeholders identified significant **opportunities** for MedPAN during the 2026-2030 period. These include stronger alignment with global and regional policy frameworks and trends, the potential to strengthen and expand the MPA network, and opportunities to unlock diverse and long-term funding sources. Advances in science, emerging technologies, and digital tools were also seen as key enablers for improved management, monitoring, communication, and engagement. Additional opportunities include strengthening national, regional, and international cooperation, integrating new thematic areas and conservation tools, reinforcing MedPAN’s role as a leader in policy advocacy, investing in people through capacity building and knowledge exchange, increasing community involvement and local empowerment, and linking conservation objectives with the Blue Economy and private sector partnerships.

The external environment also presents a range of **threats** that may affect MedPAN’s ability to achieve its objectives. These include financial uncertainty, environmental pressures and degradation, geopolitical instability, and fluctuating political and economic priorities that often place marine conservation low on the agenda. Structural disparities between Mediterranean countries, limited institutional and human capacities, weak regional cooperation, limited access to information, and low

public engagement were also identified as significant risks. Stakeholders further highlighted the gap between conceptual commitments and the effective implementation of conservation measures, as well as increasing fragmentation and competition among networks and initiatives.

4.2. Evaluation of the MedPAN Strategy for 2019-2023 and beyond

The evaluation of the MedPAN Strategy for 2019–2023 and beyond was conducted following the established methodology, which is based on measuring the level of achievement of strategic objectives through the assessment of associated indicators. These findings were further aggregated at the level of intermediate results to support an understanding of whether the desired changes, outcomes, and results were being achieved.

The detailed analysis revealed, first and foremost, a limited ability to measure effectiveness, primarily due to a lack of information and/or unclear objectives and indicators. Out of 26 objectives, 46.15% could not be assessed (Figure 4.1).

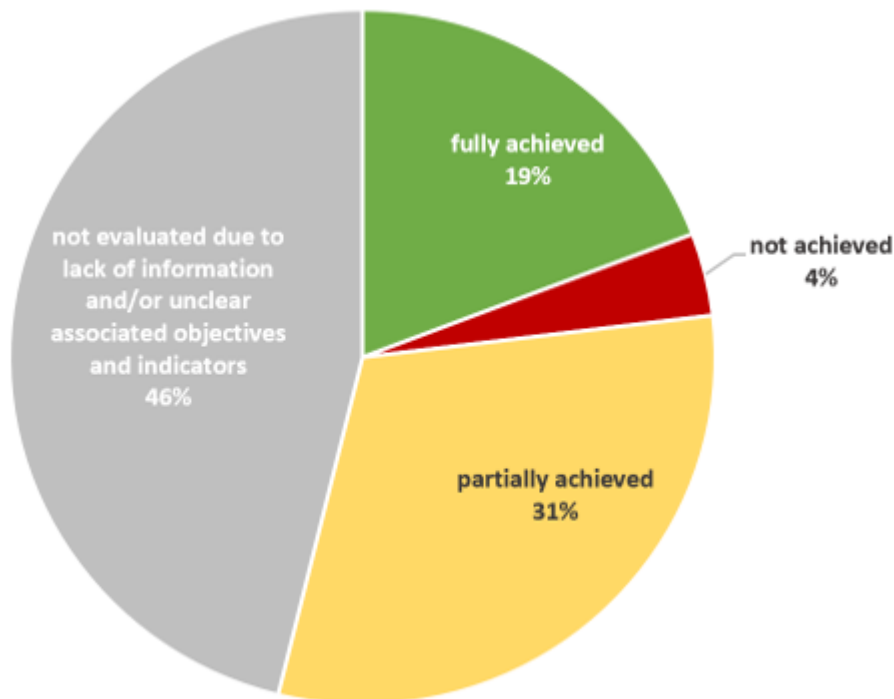


Figure 4.1. Assessment of objectives of the MedPAN Strategy for 2019-2023 and beyond.

Despite the above-mentioned limitations, some indicative conclusions could be drawn (**Table 4.1**):

- No results were fully achieved, but **the strongest outcomes relate to Network Strength and Multi-level Engagement** (as illustrated by Result 1: A strong and active MedPAN Network; Result 2: Active networks of MPA actors at all levels).
- These results **suggest that MedPAN’s governance and decentralisation function well, with active member engagement and effective collaboration with regional partners**. Cooperation beyond the Mediterranean is also evident, reflecting a strong international focus.
- Partial achievement of Result 3 (Improved capacity of MPA managers) and Result 7 (Sustainable funding) **shows uneven progress in capacity building and resource mobilisation**. Result 6 (Policy implementation to support MPAs) is also partially achieved: although a participatory MPA Roadmap beyond 2020 was developed, its impact cannot be fully assessed due to the absence of a 2020 Roadmap evaluation.

Table 4.1 Overview of accomplishment of the seven main results of the MedPAN Strategy for 2019 – 2023 and beyond.

Scores: 3=Green – fully achieved, 1-3 yellow – partially achieved, 1 red – not achieved, grey – not evaluated due to lack of information and/or unclear associated objectives

Results	Level of achievement (color)
Result 1. A strong and active MedPAN Network	Yellow
Result 2. Active networks of MPA actors at all levels	Yellow
Result 3. Improved capacity of MPA managers in the Mediterranean	Yellow
Result 4. Increased knowledge & data on MPAs in the Mediterranean	Grey
Result 5. Increased awareness of MPA managers, decision-makers, donors, relevant economic sectors and general public to support MPAs	Grey
Result 6. Policy implementation to support MPAs	Yellow
Result 7. Sustainable funding for MPA networks and MPA management	Yellow

Despite positive signals in network functioning and activity implementation, the evaluation identified several critical areas requiring attention:

- **Performance gaps** - underperformance was observed in key objectives, particularly those related to the effective implementation of multilevel agreements on MPAs (Result 6) and the mobilisation of new regional financing mechanisms for MPA management (Result 7). These gaps highlight weaknesses in translating strategic objectives into effective policy action and funding outcomes.

- **Methodological gaps** - significant *limitations were identified in the Monitoring and Evaluation framework*. Nearly half of the objectives could not be assessed due to incomplete or unmeasurable indicators, reflecting structural weaknesses in the Strategy's design. Key issues included objectives without measurable baselines, unclear or ambiguous formulations, and weak alignment between objectives and indicators. In addition, **data gaps** frequently prevented indicator assessment, due to poorly selected indicators, unclear data requirements, high data collection costs, or unforeseen constraints (e.g. data loss following the 2022 website change). Furthermore, it has been challenging to use the Theory of Change and the Results Chain as a framework for conducting the evaluation. While conceptually sound, they proved insufficient for evaluation purposes because of vague linkages between objectives, indicators, and activities, as well as overly broad activity definitions. A clear disconnect was observed between strong activity implementation and limited achievement of strategic results, underscoring the need for stronger alignment between planned activities and intended outcomes, particularly in relation to Result 6.

5. WHERE IS MedPAN HEADING: Vision and Mission

The drafting of the updated MedPAN Vision and Mission was initially informed by contributions received through the online survey, the first workshop (April 2025), and feedback gathered during the MedPAN General Assembly. These inputs were refined into the final Vision and Mission text, which was reviewed by the General Assembly and validated by the Board of Directors in April 2025.

MedPAN updated Vision

'By 2050 resilient Mediterranean marine and coastal ecosystems, thanks to effective protection supported by a strong collaborative network of MPAs managers, practitioners and stakeholders, ensuring nature conservation and long-term ecological and socio-economic benefits for present and future generations.'

MedPAN updated Mission

"Empower MPA managers, practitioners, and stakeholders in the Mediterranean through dynamic and inclusive networking to strengthen knowledge, experience-sharing, awareness, capacity-building and management tools, to support policy development and implementation, and to enhance access to sustainable financing. The network's actions are grounded in principles of participatory governance and adaptive management to support effective MPAs, and aligned with international, regional, EU, and national frameworks."

6. STRATEGIC PATHWAY TOWARD THE DESIRED FUTURE: Objectives, Targets and Action plan

6.1. Key themes, Objectives and Targets

Based on the results of the consultation process, findings of the latest MedPAN Strategy Evaluation, and discussions with the Board of Directors, **six strategic themes**⁴ were identified, together with their **13 associated objectives (Figure 6.1).**



Figure 6.1. Six strategic themes – building blocks of the MedPAN Strategy 2026 - 2030

To further specify the objectives, a total of **23 specific targets** were identified, associated with each objective, together with the corresponding indicators and metrics (**Table 6.1**).

Table 6.1. Overview of the MedPAN Strategy 2026 – 2030 objectives and associated targets under 6 key themes

1. LIFE OF NETWORK	
Objective 1.1. Strengthen and expand the MedPAN network, ensuring a broad, representative, and sustained engagement of Mediterranean MPA managers, practitioners, and stakeholders.	Target 1.1.1. Over the strategy period, regular and effective inter-sessional communication with MedPAN’s constituents will be strengthened, including greater visibility of the network’s efforts
	Target 1.1.2. By 2030, MedPAN’s network will be expanded to ensure that its members and partners collectively manage at least 75 % of the established MPAs in the Mediterranean, improving the representativeness of the network.

⁴ The order of the key themes does not reflect their level of priority. It simply organizes the ideas, proposals, and suggestions arising from the consultation process and additional discussions into the strategic blocks.

	Target 1.1.3. By 2030, the network will expand co-manager representation
Objective 1.2. Engage in strategic collaboration with thematic, and sectoral networks at all levels to foster multiscale, cross-sectoral, and interdisciplinary cooperation in support of joint action and coordinated effort for effective Mediterranean MPA management.	Target 1.2.1. By 2030, MedPAN will expand its collaborative network by establishing new collaborations with thematic networks, and by maintaining relevant cooperation with existing networks across sectors and governance levels.
2. CAPACITY BUILDING	
Objective 2.1. Develop and implement efficient, tailored, and sustainable capacity-building programmes in cooperation with regional partners to support effective MPA management	Target 2.1.1. By 2030, priority capacity-building needs of MPA managers will be identified and addressed through coordinated action with regional partners
	Target 2.1.2. By 2030, at least 2 thematic trainers will be operational
Objective 2.2. Foster inclusive, peer-driven exchange and pooling of management experiences and tools among MPA actors to enhance effective and adaptive management.	Target 2.2.1. By 2030 successful annual experience sharing workshops, exchange visits, learning tours or other similar events will be regularly implemented among Mediterranean MPAs
	Target 2.2.2. By 2030, 3 existing thematic working groups will remain active (on mobile species, fisheries and financing) and a new one on climate resilience will be established
3. KNOWLEDGE	
Objective 3.1 Support the integration and practical application of scientific, traditional, and local knowledge, supported by innovation and technology, for evidence-based MPA management and planning, in line with the existing legal frameworks	Target 3.1.1. By 2030, MedPAN will address annually relevant topics that contribute to the evidence-based MPA management and planning

<p>Objective 3.2 Develop and maintain interoperable platforms for ongoing data collection and analysis on Mediterranean MPAs to enable regional mapping, identify network-wide trends, and support strategic management.</p>	<p>Target 3.2.1. Over the strategy period, the use of MAPAMED and MedPAN management databases will increase</p>
	<p>Target 3.2.2. Over the strategy period, MedPAN management databases will include data from at least 50% of existing Mediterranean MPAs (up from 25% at baseline).</p>
	<p>Target 3.2.3. Over the strategy period, the publication and visibility of the Mediterranean MPA status trends will be strengthened</p>

4. ADVOCACY and POLICY

<p>Objective 4.1. Enhance targeted advocacy and institutional communication, in coordination with regional partners, to ensure the voice of Mediterranean MPAs informs policy and decision-making processes at international, EU and Mediterranean levels.</p>	<p>Target 4.1.1. Over the strategy period, MedPAN will be actively involved in the EU, Mediterranean, as well as other relevant international policy processes</p>
<p>Objective 4.2. Facilitate an inclusive and participatory process that brings together the wider Mediterranean MPA community to co-develop and share responsibility for implementing strategic recommendations for the Mediterranean.</p>	<p>Target 4.2.1. Over the strategy period, a majority of MedPAN members and partners will contribute to the implementation of the Post-2020 Roadmap and to the updating of the Post-2020 to 2030 MPA Roadmap</p>
<p>Objective 4.3. Strengthen engagement with national governments and institutional authorities to support effective MPA management.</p>	<p>Target 4.3.1. By 2030, MedPAN will engage with at least 5 national decision-makers and other authorities on policy recommendations of MedPAN and their implementation</p>

5. FUNDING FOR MPAs

<p>Objective 5.1. Contribute to scaling up existing funding mechanisms (MedPAN's Call for Small Projects) to increase sustainable financial support for MPA management priorities</p>	<p>Target 5.1.1. By 2030 allocation for direct support to MPAs from the overall MedPAN budget will increase for at least 20 % compared to the previous period (2019-2025)</p>
<p>Objective 2.2. Inform, advise, and support the development and uptake of innovative and sustainable financing mechanisms to strengthen long-term funding for Mediterranean MPAs</p>	<p>Target 5.2.1. By 2030, structured guidance and recommendations developed by MedPAN will support the uptake of high-integrity financing mechanisms for MPAs.</p>

6. GOVERNANCE AND OPERATIONS OF MEDPAN	
Objective 6.1. Ensure a strong, professional, and resilient internal governance and operational structure capable of effectively delivering MedPAN’s mission	Target 6.1.1. Over the strategy period, all MedPAN’s key governance bodies will operate effectively
	Target 6.1.2. Over the strategy period, MedPAN Secretariat will maintain high operational effectiveness and resilience, operating at its full capacity ⁵
Objective 6.2. Ensure sustainable funding and adequate resources to support the network’s operational structure and implementation of its strategic activities	Target 6.2.1. By 2030, unrestricted multi-year funding will represent at least 50% of the organisation’s annual budget.
	Target 6.2.2. By 2030, awareness of the MedPAN’s impact and activities will be raised to help diversify funding sources and attract new donations
	Target 6.2.3. By 2030, the reserve fund will increase to cover 6 months of fixed cost

⁵ “Full capacity” in this context refers to the staffing level required for the MedPAN Secretariat to perform its functions effectively.

6.2. Action plan

The achievement of objectives and targets needs to be operationally supported by undertaking appropriate actions. In this regard, as a result of extensive consultation process and internal consultations, **the Action Plan** has been prepared (**Table 6.2**). In total, **65 activities were identified**, mostly related to the *Capacity building and knowledge* theme.

Table 6.2. Action plan to support the achievement of objectives and targets

1. LIFE OF NETWORK

Objective 1.1. Strengthen and expand the MedPAN network, ensuring a broad, representative, and sustained engagement of Mediterranean MPA managers, practitioners, and stakeholders.						
Target 1.1.1. By 2030 regular and effective inter-sessional communication with MedPAN's constituents will be strengthened, including greater visibility of the network's efforts						
Activity	Expected (results)	output	Level of priority⁶	of Contributing actors⁷	Possible source of funding⁸	
<i>* External assistance may be used to support contributing actors in implementing specific activities.</i>						
VISIBILITY						
Activity 1.1.1.1. Launch a targeted outreach and visibility campaign highlighting successful joint projects, tools, and capacity-building initiatives across the network.	Expected (results) Communication campaigns are implemented (social media, newsletters, events); At least 4 case studies or success stories are disseminated per year.	output Ongoing	Level of priority⁶ High	of Contributing actors⁷ MedPAN Secretariat*, MedPAN Members, MedPAN partners	Possible source of funding⁸ MedPAN core budget & TBC	
COMMUNICATION						
Activity 1.1.1.2. Establish general and <i>ad hoc</i> thematic WhatsApp groups (or other interactive channels) to strengthen the “community effect” and encourage regular exchanges (advice requests, sharing of documents, opportunities, etc.).	Expected (results) At least 1 general MedPAN Whatsapp or similar community groups is operational At least 2 thematic exchange groups are operational (active exchange);	output High	Level of priority⁶ High	of Contributing actors⁷ MedPAN Secretariat, MedPAN Members, MedPAN partners	Possible source of funding⁸ MedPAN core budget	

⁶ **Level of priority:**

High = implementation of the activity should start in the first year of the strategic period (2026) and should be completed, if possible, before the end of the strategic period

Medium = implementation of the activity could start in the second year of the strategic period (2027) and activity should be achieved by the end of the strategic period

Low = implementation of the activity could start in the third year of the strategic period (2028) and should be completed

Ongoing = activity that is continuously implemented throughout the entire strategic period by the end of the strategic period (e.g. meetings of BoD and other bodies)

⁷ **Contributing actors' categories:** MedPAN Secretariat, MedPAN BoD, MedPAN other bodies, MedPAN Members, MedPAN partners, other subjects

⁸ **Sources of funding categories:** MedPAN core budget, External public funding (EU, GEF etc.). External private funding, Other

Activity 1.1.1.3	Assess the application and relevance of the official working languages of MedPAN and identify if and which languages may be relevant to work with in the future	Assessment of the languages is being prepared	Low	MedPAN Secretariat*	TBC
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Target 1.1.2. By 2030, MedPAN's network will be expanded to ensure that its members and partners collectively manage at least 75 % of the established MPAs in the Mediterranean, improving the representativeness of the network

Activity	Expected (results)	output	Level of priority	of Contributing actors	Possible source of funding
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NEW MEMBERSHIPS and PARTNERSHIPS

Activity 1.1.2.1.	Analyse the status of MedPAN's members and partners, including geographical coverage/representativity and propose new candidates to be approached	Analysis of the status of MedPAN members and partners and proposal of candidates to be approached	High	MedPAN Secretariat, MedPAN BoD	MedPAN core budget
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Activity 1.1.2.2.	Approach the identified candidate members and partners to join MedPAN and encourage their engagement	Meetings and/or other outreach events took place A record/register of organised events is kept Formal agreement is signed/approved	Medium	MedPAN Secretariat, MedPAN BoD	MedPAN core budget
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Target 1.1.3. By 2030, the network will expand co-manager⁹ representation to at least 40%

Activity	Expected (results)	output	Level of priority	of Contributing actors	Possible source of funding
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CO-MANAGERS ENGAGEMENT

Activity 1.1.3.1.	Analyse the representativeness of co-managers within the network and assess the potential for expansion	Analysis report of co-managers representativeness and expansion potential assessment	Medium	MedPAN Secretariat, MedPAN BoD, MedPAN Members, MedPAN partners	MedPAN core budget
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Activity 1.1.3.2.	Approach the identified potential co-managers and encourage their engagement	Meetings and/or other outreach events took place A record/register of organised events is kept Formal agreement is signed/approved	Medium	MedPAN Secretariat, MedPAN BoD	MedPAN core budget
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⁹ Definition of *co-managers* within MedPAN will be developed and approved by the General Assembly.

Objective 1.2. Engage in strategic collaboration with thematic, and sectoral networks at all levels to foster multiscale, cross-sectoral, and interdisciplinary cooperation in support of joint action and coordinated effort for effective Mediterranean MPA management.

Target 1.2.1. By 2030, MedPAN will expand its collaborative network by establishing new collaborations with thematic networks, and by maintaining relevant cooperation with existing networks across sectors and governance levels.

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
SETTING UP COLLABORATION WITH NEW SECTORAL/THEMATIC NETWORKS				
Activity 1.2.1.1. Identify through Annual action plans key potential networks and opportunities for collaborations that will amplify or complement MedPAN's activities impact	New networks and opportunities are identified (annually, in accordance with the Action plans)	On-going	MedPAN Secretariat	MedPAN core budget
Activity 1.2.1.2. Identify opportunities of collaboration with new international, regional, and national thematic / sectoral networks & alliances or partnerships.	Collaboration Gap Analysis is prepared (annually, in accordance with the Action Plans)	On-going	MedPAN Secretariat	MedPAN core budget
FORMALIZATION of COLLABORATION WITH EXISTING PARTNERS				
Activity 1.2.1.3. Renew and/or amend MoUs with existing partner networks or partnerships that will amplify or complement MedPAN's activities impact	A number of MoUs are renewed and/or amended (annually in accordance with Action Plans)	On-going	MedPAN Secretariat, MedPAN BoD	MedPAN core budget

2. CAPACITY BUILDING

Objective 2.1. Develop and implement efficient, tailored, and sustainable capacity-building programmes in cooperation with regional partners to support effective MPA management

Target 2.1.1. By 2030, priority capacity-building needs of MPA managers will be identified and addressed through coordinated action with regional partners

Activity	Expected output (results)	Level of priority	Contributing actors <i>* External assistance may be used to support contributing actors in implementing specific activities.</i>	Possible source of funding
CAPACITY BUILDING ASSESSMENT and PLANNING				
Activity 2.1.1.1. Assess the capacity building (training) needs of the MedPAN constituents, and recommend next steps, taking into account the availability of relevant capacity-building opportunities outside the network (to avoid duplication of efforts)	Training needs assessment (TNA) report is finalised & released	High	MedPAN Secretariat*	GEF & TBC
Activity 2.1.1.2. Design a capacity-building action plan based on the results of the TNA -	Capacity-building action plan is developed and regularly updated	Medium	MedPAN Secretariat	GEF & TBC
Activity 2.1.1.3. Evaluate the effectiveness of the implemented capacity-building action plan at the end of the strategic period. The results of this evaluation aim to serve as input for updating the capacity-building action plan for the next strategic period.	Evaluation of effectiveness is carried out of the implemented capacity building programme ¹⁰ .	Low	MedPAN Secretariat	MedPAN core budget
CAPACITY BUILDING PROGRAMMES IN PRACTICE				
Activity 2.1.1.4. Continue organising already set successful trainings, workshops and other capacity building events, in accordance with the result of the capacity building assessment and plan	Two capacity building events are organised each year by MedPAN	High	MedPAN Secretariat*	GEF & TBC

¹⁰ This evaluation should include assessment of the percentage of priority needs addressed by MedPAN training, and the percentage of priority needs addressed by partners' training. total number of participants to MedPAN's training (aim is 200), total number of management unit, number of participants, number of page visits, material downloads and views, questionnaires of satisfaction and implementation.

Activity 2.1.1.5. Design new capacity building programmes, based on the results of the TNA and the action plan	New capacity building events are organised align with annual capacity building Action Plan A record/register of organised events is kept and reports are prepared	High	MedPAN Secretariat*	TBC
Activity 2.1.1.6. Contribute to trainings organised by regional partners	Trainings organised by regional partners to which MedPAN contributes to/participates in	Low	MedPAN Secretariat, MedPAN partners	TBC
Target 2.1.2. By 2030, at least 2 thematic trainers will be operational				
TRAINING of TRAINERS				
Activity 2.1.2.1. Regular MedPAN's training includes a ToT programme (mentoring) targeting members & experts from permanent training centres	At least 1 trainee invited at each MedPAN's training	High	MedPAN Secretariat*	GEF & TBC
Activity 2.1.2.2. Assess the ToT programme, with recommendations for improvement ¹¹	Assessment report is prepared	Medium	MedPAN Secretariat*	GEF & TBC
Objective 2.2. Foster inclusive, peer-driven exchange and pooling of management experiences and tools among MPA actors to enhance effective and adaptive management.				
Target 2.2.1. By 2030 successful annual experience sharing workshops, exchange visits, learning tours or other similar events will be regularly implemented among Mediterranean MPAs				
Activity	Expected output (results)	Level of priority	Contributing actors <i>* External assistance may be used to support contributing actors in implementing specific activities.</i>	Possible source of funding
EXCHANGING KNOWLEDGE AND PRACTICES EVENTS				
Activity 2.2.1.1. Organise learning tours and exchange visits related to different topics relevant for MPAs (link with capacity building needs and plan under Objective 2.1), particularly involving the South Mediterranean countries	Annual learning tours and exchange visits are organised, which will reflect an increase of the number of MPA representatives that participate in these programmes Learning tours and exchange visits reports, including information about number and affiliations of participants, satisfaction level etc.	Medium	MedPAN Secretariat, MedPAN members and partners, MedPAN BoD	TBC

¹¹ This assessment should include, among all, information about number of thematic trainers formed, number of trainings carried out by thematic trainers and number of active trainers

THEMATIC WORKSHOPS						
Activity 2.2.1.2	Organise annual experience sharing workshops from 2027, focused on key topics of interest	Annual experience workshops took place	Medium	Proceedings are prepared with assessment reports and are shared with key conclusions/recommendations	MedPAN Secretariat*, MedPAN members and partners, MedPAN BoD, Steering Committees	TBC

Target 2.2.2. By 2030, 3 existing thematic working groups will remain active (on mobile species, fisheries and financing) and a new one is created on climate resilience will be established

THEMATIC WORKING GROUPS						
Activity 2.2.2.1.	Organise meetings of the existing thematic working groups (mobile species, fisheries, financing)	Regular (annual) meetings of thematic working groups took place	High	Meetings reports are prepared and are accessible	MedPAN Secretariat, WG	MedPAN core budget + TBC
Activity 2.2.2.2.,	establish a new thematic working group on climate resilience	A new thematic working group is established and meetings are organised	High		MedPAN Secretariat, WG, MedPAN partners	MedPAN core budget
Activity 2.2.2.3.	Integrate outputs or recommendations from thematic working groups into MedPAN activities and documents, as relevant	Thematic working group inputs into relevant material (documents, proposals)	Medium		MedPAN Secretariat	MedPAN core budget

3. KNOWLEDGE

Objective 3.1 Support the integration and practical application of scientific, traditional, and local knowledge, supported by innovation and technology, for evidence-based MPA management and planning, in line with the existing legal frameworks

Target 3.1.1. By 2030, relevant topics contributing to evidence-based MPA management and planning will be addressed annually

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
			<i>* External assistance may be used to support contributing actors in implementing specific activities.</i>	

THEMATIC PUBLICATIONS						
Activity 3.1.1.1.	Publish Special Edition dedicated to specific themes	Special editions are published annually	Ongoing		MedPAN Secretariat*	TBC
Activity 3.1.1.2.	Prepare thematic guides on specific topics (e.g. climate change, restoration etc.)	3 new Thematic guides are prepared and published	High		MedPAN Secretariat*	GEF & TBC
Activity 3.1.1.3	Update resource centre with relevant protocols	Resource centre is updated	Ongoing		MedPAN Secretariat	MedPAN core budget

Activity 3.1.1.4 Organise promotion events for all publications (e.g. webinar, article, etc.).	Resources are well known and used: Number of participants per events, number of downloads and page views of publications	Ongoing	MedPAN Secretariat*	MedPAN core budget & TBC
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Objective 3.2 Develop and maintain interoperable platforms for ongoing data collection and analysis on Mediterranean MPAs to enable regional mapping, identify network-wide trends, and support strategic management.

Target 3.2.1. Over the strategy period, the use of MAPAMED and MedPAN management databases will increase

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
MAPAMED database				
Activity 3.2.1.1. Analyse needs and implement upgrades to the MAPAMED database, including the addition of new features and functionalities as identified through a review.	Review of the MAPAMED database upgrade possibilities is prepared New functionalities and features of the MAPAMED database are applied	Ongoing	MedPAN Secretariat, SPA/RAC	TBC
Activity 3.2.1.2. Prepare MAPAMED database usage manuals or guidelines (written or video) and organise webinars when release the update, to facilitate the use of the MAPAMED database by MPAs, in coordination with the SPA/RAC	MAPAMED database usage manual/guidelines updated (written or video) Webinar is organised upon release of MAPAMED's update	High	MedPAN Secretariat SPA/RAC	MedPAN core budget & Co-funding SPA/RAC

Target 3.2.2. Over the strategy period, MedPAN management databases will include data from at least 50% of existing Mediterranean MPAs (up from 25% at baseline)

Activity 3.2.2.1 Assess the representativeness of MedPAN management databases	List of target MPAs & organisations to collect data from	Medium	MedPAN Secretariat	MedPAN core budget
Activity 3.2.2.2 Develop and implement an Action Plan to Collect data from target MPAs & other organisations	Database representativeness is increased	Low	MedPAN Secretariat	MedPAN core budget

Target 3.2.3. Over the strategy period, the publication and visibility of the Mediterranean MPA status trends will be strengthened

MEDITERRANEAN MPA STATUS REPORT

Activity 3.2.3.1. Prepare the periodical (every 5 years) Mediterranean MPA Status report jointly with SPA/RAC	Mediterranean MPA Status reports are prepared jointly with SPA/RAC, in English and French	High	MedPAN Secretariat, SPA/RAC, Scientific Committee	TBC + Co-funding by SPA/RAC
Activity 3.2.3.2. Publish the Status report on MedPAN webpage and advertise it through social media and other channels	Status report is published on MedPAN webpage Posts about status report and published on social networks (e.g. LinkedIn, Instagram etc.)	High	MedPAN Secretariat*, SPA/RAC	TBC + Co-funding by SPA/RAC

Activity 3.2.3.3. Keep track of usage of the Status report in different publications, using different search engines etc.	Record of usage of Mediterranean MPA Status report in various relevant publications is being kept (users of MPAs status webpage, download of MPA Status and engagement on social networks, number of presentations of main results at relevant events, citation of scientific publication & database)	High	MedPAN Secretariat	MedPAN core budget
Activity 3.2.3.4. Prepare and distribute a Press release for the MPA Status jointly with the SPA/RAC	Press release is prepared and distributed	High	MedPAN, SPA/RAC	MedPAN core budget

4. ADVOCACY and POLICY

Objective 4.1. Enhance targeted advocacy and institutional communication, in coordination with regional partners, to ensure the voice of Mediterranean MPAs informs policy and decision-making processes at international, EU and Mediterranean levels.

Target 4.1.1. Over the strategy period, MedPAN will be actively involved in the EU, Mediterranean, as well as other international policy processes

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
EU PROCESSES				
Activity 4.1.1.1 Actively participate in different EC working groups and other fora relevant for the MPAs in the Mediterranean, as elaborated in the Annual Action Plan.	List of EC Working groups meetings in which MedPAN participates MedPAN's evidence-based contributions voicing the network needs and advices when possible and of information shared with the MedPAN's members and partners (webinars, MedPAN website articles, social network posts etc.) Implementation of the annual Policy Action Plan	On-going	MedPAN Secretariat, MedPAN BoD, MedPAN members and partners	MedPAN core budget + TBC
Activity 4.1.1.2. Co-design policy briefs with MPA Med managers and scientists to ensure evidence-based recommendations	At least 3 co-designed policy briefs and position statements on relevant topics are prepared and disseminated at different meetings and through MedPAN's website and social	Ongoing	MedPAN Secretariat*, MedPAN BoD, MedPAN partners & members	MedPAN core budget

			networks (link to the Activity 4.1.1.1.)				
MEDITERRANEAN LEVEL							
Activity 4.1.1.3	Update MedPAN Policy Paper	Updated MedPAN Policy Paper and improved presentation on MedPAN's website of its thematic content per chapter for a better user-friendliness. Dissemination through MedPAN Social Network post.	High		MedPAN Secretariat, MedPAN partners	MedPAN core budget	
Activity 4.1.1.4.	Actively participate in the Conferences of parties of the Barcelona Convention and relevant RACs' meetings	MedPAN's evidence-based contributions to Barcelona Convention COPs and relevant RACs meetings	Medium		MedPAN Secretariat, MedPAN BoD, MedPAN partners	TBC	
INTERNATIONAL LEVEL							
Activity 4.1.1.5.	Actively participate in the Conferences of parties (COP) of the Convention on Biological Diversity and UNFCCC	MedPAN's evidence-based contributions to CBD and UNFCCC COP	High		MedPAN Secretariat, MedPAN BoD, MedPAN partners	TBC	
Objective 4.2. Facilitate an inclusive and participatory process that brings together the wider Mediterranean MPA community to co-develop and share responsibility for implementing strategic recommendations for the Mediterranean.							
Target 4.2.1. Over the strategy period, a majority of MedPAN members and partners will contribute to the implementation of the Post-2020 Roadmap and to the updating of the Post-2020 to 2030 MPA Roadmap							
Activity	Expected output (results)	Level of priority	of	Contributing actors	Possible source of funding		
MEDITERRANEAN MPAs ROADMAP IMPLEMENTATION							
Activity 4.2.1.1.	Actively encourage Mediterranean stakeholders to participate in the MPA Roadmap implementation	Number of actions contributing to the implementation of the Roadmap	High		MedPAN Secretariat, SPA/RAC, their partners	MedPAN core budget	
Activity 4.2.1.2	Conduct Assessment of the Post 2020 Roadmap and commitment implementation to prepare revision of the MPA Roadmap	Assessment report is prepared	Medium		MedPAN Secretariat*, SPA/RAC	MedPAN core budget	
UPDATING POST-2020 MPA ROADMAP							
Activity 4.2.1.3.	Organize with SPA/RAC the MPA Forum with preparatory meetings/events (online or face-to-face) to enable stakeholders' engagement and contributions in the view to revise the MPA Roadmap	MPA Forum took place Number of meetings and other events with stakeholders on update of the Post-2020 MPA Roadmap took place Meeting reports are prepared, including	High		MedPAN Secretariat*, SPA/RAC, their partners, Steering Committees	GEF, Co-funding by SPA/RAC + TBC	

information about number of participants, organizations contributing to the update of the Post-2020 MPA Roadmap

Objective 4.3. Strengthen engagement with national governments and institutional authorities to support effective MPA management.

Target 4.3.1. By 2030, MedPAN will engage with at least 5 national decision-makers and other authorities on policy recommendations of MedPAN and their implementation

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
SPECIFIC EVENTS FOR DECISION-MAKERS				
Activity 4.3.1.1. Organise in collaboration with regional partners (e.g. UFM, SPA/RAC) dedicated informative seminars/webinars on marine policies and targets, targeting national decision-makers, particularly from the South Mediterranean countries, as elaborated in the Annual Action Plans	A number of joint events took place, either as separate events, or side events to bigger conferences Reports are prepared	High	MedPAN Secretariat, MedPAN regional partners	RESCOM + MedPAN core budget + TBC
Activity 4.3.1.2. Support national policy frameworks and update MedPAN national policy-oriented recommendations	Updates are done	On-going	MedPAN Secretariat, MedPAN members and partners	MedPAN core budget

5. FUNDING FOR MPAs

Objective 5.1. Contribute to scaling up existing funding mechanisms (MedPAN's Call for Small Projects) to increase sustainable financial support for MPA management priorities

Target 5.1.1. By 2030 allocation for direct support to MPAs from the overall MedPAN budget will increase for at least 20 % compared to the previous period (2019-2025)

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
SPECIFIC PLANNING FOR FINANCING OF MPAs				
Activity 5.1.1.1. Assess the specific MPAs needs to define the thematic focus of financial support that will be looked for through MedPAN (e.g. species protection, MPA enforcements etc.), analyse potential donors and recommend the next steps	A specific survey is conducted An assessment report is prepared on the current MPA needs and next steps	High	MedPAN Secretariat	MedPAN core budget
DIRECT FUNDING OF MPAs				

Activity 5.1.1.2. Expand the small grants programme (example: increase number of beneficiaries, increase grant sizes), taking into account analysed MPAs needs	Expanded Programme	Small	Grant	Medium	MedPAN Secretariat	TBC
Objective 5.2. Inform, advise, and support the development and uptake of innovative and sustainable financing mechanisms to strengthen long-term funding for Mediterranean MPAs						
Target 5.2.1. By 2030, structured guidance and recommendations developed by MedPAN will support the uptake of high-integrity financing mechanisms for MPAs						
COMMUNICATION and INFORMATION						
Activity 5.2.1.1. Produce and disseminate regular information updates on emerging financing mechanisms for MPAs (e.g., biodiversity credits, certificates, blue carbon, blended finance, etc.) through newsletters, short briefs, and webinars.	Add a specific section in MedPAN dedicated to financing mechanisms of MPAs		Newsletter	Medium	MedPAN Secretariat*	TBC
	Short briefs produced, and webinars organized					
MONITORING and MAPPING						
Activity 5.2.1.2. Develop and maintain a monitoring dashboard summarising new and emerging financing instruments and initiatives relevant to MPAs (opportunities, risks, eligibility criteria, examples).	1 operational dashboard on MedPAN website			Medium	MedPAN Secretariat*	TBC
GUIDANCE TO MPAs						
Activity 5.2.1.3. Develop guidance materials or recommendations based on feedback from MPAs on the relevance, feasibility, benefits and risks of emerging financing mechanisms.	3 guidance materials / recommendations developed and disseminated			Medium	MedPAN Secretariat*	TBC
EXPERTISE to FUNDERS						
Activity 5.2.1.4. Maintain MedPAN's contribution to the MedFund activities	Board of Directors meetings Selection Committee meetings to review applications			Ongoing	MedPAN Secretariat & MedPAN's President	MedPAN core budget

6. GOVERNANCE AND OPERATIONS OF MEDPAN

Objective 6.1. Ensure a strong, professional, and resilient internal governance and operational structure capable of effectively delivering MedPAN's mission.

Target 6.1.1. Over the strategy period, all MedPAN's key governance bodies will operate effectively

Activity	Expected (results)	output	Level of priority	Contributing actors	Possible source of funding
<p><i>* External assistance may be used to support contributing actors in implementing specific activities.</i></p>					
MEDPAN GOVERNANCE BODIES' STRUCTURE AND FUNCTIONALITY					
Activity 6.1.1.1. Update TORs for Board of Directors, Advisory Committee and Scientific Committee, including composition (e.g. more diverse participation), competences, rotation rules, meetings frequency	Updated TORs are prepared for BoD, Advisory Committee, Scientific Committee	TORs are prepared for BoD, Executive Committee, Scientific Committee, Advisory Committee	Medium	MedPAN Secretariat	MedPAN core budget
Activity 6.1.1.2. Organise regular meetings of governance bodies	Annual meetings took place of Board of Directors, Executive Committee, Scientific Committee, Advisory Committee	Annual meetings took place of Board of Directors, Executive Committee, Scientific Committee, Advisory Committee	High	MedPAN Secretariat, MedPAN BoD, CS, CC	MedPAN core budget + TBC
	Meeting reports are prepared				
Activity 6.1.1.3. Organise regular meetings between Board of Directors and Secretariat	At least 2 annual meetings between Board and Secretariat took place, plus 1 Annual strategic meeting between BoD & Secretariat	At least 2 annual meetings between Board and Secretariat took place, plus 1 Annual strategic meeting between BoD & Secretariat	High	MedPAN Secretariat, MedPAN BoD	MedPAN core budget + TBC
	Meeting reports are prepared				
Activity 6.1.1.4. Develop and maintain a register for Board decisions with a clear timeline for implementation and systematic follow-up.	A decision-tracking tool is established and updated after each governance meeting.	A decision-tracking tool is established and updated after each governance meeting.	High	MedPAN Secretariat, MedPAN BoD	MedPAN core budget

Target 6.1.2. Over the strategy period, MedPAN Secretariat will maintain high operational effectiveness and resilience, operating at its full capacity

Activity	Expected (results)	output	Level of priority	Contributing actors	Possible source of funding
MEDPAN SECRETARIAT STRUCTURE AND FUNCTIONALITY					
Activity 6.1.2.1. Assess needs for new staff, based on Annual Action Plans implementation	Assessment based on Annual Action Plans implementation, which	Assessment based on Annual Action Plans implementation, which	On-going	MedPAN Secretariat, MedPAN BoD	MedPAN core budget

will determine whether new staff/new funding are needed

OPERATIONAL RESILIENCE and ADAPTABILITY

Activity 6.1.2.2. Standardised internal Secretariat	Develop operational procedures tools for	Standardised procedure manuals/guidelines are developed for all relevant processes, including staff transition	High	MedPAN Secretariat	MedPAN core budget
Activity 6.1.2.3. register major (risks/issues, measures, follow-up,	Monitor and register major disruptions mitigation effectiveness, lessons learned).	Qualitative Risk/disruption monitoring tool/register is updated annually	On-going	MedPAN Secretariat	MedPAN core budget

Objective 6.2. Ensure sustainable funding and adequate resources to support the network's operational structure and implementation of its strategic activities

Target 6.2.1. By 2030, unrestricted multi-year funding will represent at least 50% of the organisation's annual budget.

Activity	Expected output (results)	Level of priority	Contributing actors	Possible source of funding
Activity 6.2.1.1. Develop and implement a multi-year fundraising strategy focusing specifically on unrestricted and flexible funding.	A multi-year fundraising strategy is developed, identifying priority donors for whom unrestricted funding is most common (e.g. foundations and private philanthropic organisations), and mapping funding opportunities likely to provide multi-year core funding.	High	MedPAN Secretariat	MedPAN core budget
Activity 6.2.1.2. Strengthen partnerships with philanthropic organisations offering core support	Tailored concept notes highlighting MedPAN's regional impact, network role, and leverage effect are prepared. Philanthropic events to increase visibility are attended	High	MedPAN Secretariat	MedPAN core budget

Target 6.2.2. By 2030, awareness of the MedPAN's impact and activities will be raised to help diversify funding sources and attract new donations

VISIBILITY to DONORS

Activity 6.2.2.1. Analyse available sources of funding (already used and not yet approached) to identify potential new sources of funding	Annual Action Plans of funding possibilities	Ongoing	MedPAN Secretariat	MedPAN core budget
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Activity 6.2.2.2. Organise targeted meetings with specific donors	Bilateral or multilateral meetings with donors took place Meeting reports are prepared	High	MedPAN Secretariat	MedPAN core budget + TBC
Activity 6.2.2.3. Launch a multi-platform campaign highlighting real-life stories from the network to show why a donation makes a difference	“Support MedPAN” web-page is operational Relevant web-content is being produced, including the one that is reinforcing the impact narrative Database of qualified contacts for future campaigns is established	High	MedPAN Secretariat*	MedPAN core budget + TBC
Target 6.2.3. By 2030 the reserve fund will increase to cover 6 months of fixed cost				
Activity 6.2.3.1 Implement a Reserve Fund Policy	Reserve Fund Policy is implemented annually, based on: <ul style="list-style-type: none"> • Target level (6 months of fixed costs) • Eligible sources that feed the reserve • • Annual review mechanism 	High	MedPAN Secretariat, MedPAN BoD, GA	MedPAN core budget
Activity 6.2.3.2 Systematically allocate year-end surpluses and unspent flexible funds to the reserve fund through an annual financial strategy	Reserve fund is being replenished, demonstrating a progressive annual growth and supporting improved financial planning and forecasting	Ongoing	MedPAN Secretariat, MedPAN BoD	MedPAN core budget

7. IMPLEMENTATION, MONITORING AND EVALUATION OF THE MedPAN STRATEGY EFFECTIVENESS

At the operational level, the **Updated Strategy**, and specifically its **Action Plan**, will be further planned and implemented through MedPAN's **Annual Action Plans**.

Strategy effectiveness monitoring is structured around a **two-level approach**:

- **Measuring achievement:** This focuses on objectives and targets, which are to be reached by the end of the strategic period (and measured then), as they require a longer time frame to be achieved.
- **Measuring implementation:** This focuses on the activities carried out to achieve the objectives and targets. This is an annual process, as activities represent individual pieces of a puzzle which, when successfully conducted, form the overall picture of achievement.

The cornerstone of both measurements is the use of **indicators**: *achievement indicators* for measuring progress toward the defined objectives and targets, and *performance indicators* for measuring implementation of activities. Building on lessons learned from the evaluation of the 2019–2023 Strategy, which highlighted shortcomings in clearly identifying indicators for monitoring implementation and assessing performance, a set of **specific achievement indicators** has been developed. An example of such an indicator is presented in **Table 7.1**, and a full table containing all achievement indicators is provided in **Annex 2**.

Regarding *performance indicators* measuring the implementation of activities from the Action Plan, the outputs of each activity have been defined in such a concise manner, allowing them to serve as clear indicators for tracking activity implementation. The implementation of activities should be measured annually through the **Annual Activity Report**.

At the end of the strategic period, a **comprehensive evaluation** of the Strategy's effectiveness should be conducted, assessing both the achievement of objectives and targets and the implementation of the activities that contributed to them.

Table 7.1. An example of elaborated indicator for a specific target and relevant objective

<p>Objective 4.1. Enhance targeted advocacy and institutional communication, in coordination with regional partners, to ensure the voice of Mediterranean MPAs informs policy and decision-making processes at international, EU and Mediterranean levels.</p>	<p>Target 4.1.1. Over the strategy period, MedPAN will be actively involved in the EU, Mediterranean, and other relevant international policy processes</p>	<p>Level of MedPAN contributions to policy processes</p>	<p><i>Metrics to build indicator:</i></p>
		<p>Good/Moderate/Poor</p>	<ul style="list-style-type: none"> - Number of meetings attended - Number of position papers/ Number of statements/ interventions prepared for and/or presented at different fora - Number of Updates of the MedPAN Policy Paper
		<p>Good: At least 3 co-designed policy briefs and position statements on relevant topics are prepared and disseminated at different meetings by 2030</p>	<p><i>Sources of verification:</i></p>
		<p>Moderate: 2 co-designed policy briefs and position statements on relevant topics are prepared and disseminated at different meetings by 2030</p>	<ul style="list-style-type: none"> - Annual MedPAN activity reports - Action plan
		<p>Poor: 1 or less co-designed policy briefs and position statements on relevant topics are prepared and disseminated at different meetings by 2030</p>	

Annex 1. MedPAN SWOT analysis (presented by main groups)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Extensive & Strong Network • Effective Knowledge Sharing & Communication • Organizational & Operational Capacity • Representativity, Policy Influence & Advocacy • Provides Significant Capacity Building & Training opportunities • Inclusiveness & Multi-Stakeholder Collaboration • Offers Scientific & Technical Expertise • Direct Field Support & Local Engagement • Regional Recognition & Legitimacy 	<ul style="list-style-type: none"> • Governance and management insufficiencies • Financial Constraints • Lack of adequate strategic focus • Low engagement and participation in MedPAN activities • Inadequate management of individual MPAs • Lack of capacities of individual members • Lack of political impact • Lack of visibility • Lack of international cooperation and partnerships with other regional and global networks • Lack of effectiveness assessment • Inconsistent legal frameworks across different countries and MPAs • Other 	<ul style="list-style-type: none"> • Aligning and benefiting from Global and regional Frameworks/trends • Strengthening & Expanding the MPA Network • Unlocking Diverse and Long-Term Funding Opportunities for MPAs • Leveraging Science, Emerging Technologies & digital tools • Strengthening national, Regional & International Cooperation • Integration of new thematic areas of work and exploring other conservation tools • Position MedPAN as a leader in Policy Advocacy and a relay in achieving legal conservation objectives • Investing further in People: Capacity Building & Knowledge Exchange • enhance communication, awareness raising and engagement • Increasing Community Involvement & Local Empowerment • Linking efforts to the Blue Economy & Private Sector Partnerships. • other 	<ul style="list-style-type: none"> • Financial constraints and uncertainties • Environmental Pressures and Degradation • Unstable political and economical priorities and trends • Geopolitical Instability • Low political priority • Lack of institutional and human capacities • Prevailing economic interest • Disparities between countries in implementation of conservation policies • Complexity of Mediterranean basin • Multiplicity of networks • Limited access to information • Insufficient public institutions • Weak regional cooperation • Conceptual trend vs. real conservation measures • Fall of competent international organizations • Low public engagement and interest • Other

Annex 2. Achievement indicators for the evaluation of the Updated Strategy effectiveness

Note: A table of proposed indicators for measuring the achievement of specific targets and objectives is available as a separate document.