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Virtual, 30 January – 1 February 2023

**EXPLORING THE FEASIBILITY OF IMPLEMENTING  
RECOMMENDATIONS IDENTIFIED IN CaMPAM EFFECTIVENESS  
ASSESSMENTS**

*This meeting is being convened virtually. Delegates are kindly requested to access all meeting documents electronically for download as necessary.*

# Exploring the feasibility of implementing recommendations identified in CaMPAM effectiveness assessments

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## Exploring the feasibility of implementing recommendations identified in CaMPAM effectiveness assessments

### 1. Overall context

This paper explores the feasibility of implementing recommendations identified in previous effectiveness assessments of the Caribbean Marine Protected Areas Managers ([CaMPAM](#)) network for consideration by the 10<sup>th</sup> Scientific and Technical Committee (STAC) Meeting of the Convention's Specially Protected Areas and Wildlife ([SPA](#)) Protocol, and the 12<sup>th</sup> Conference of Parties to the SPAW Protocol. It has been developed under the overall guidance of the SPAW STAC Ad Hoc Protected Areas Working Group (PA WG), in collaboration with the Cartagena Convention Secretariat ([UNEP/CEP](#)) and the Regional Activity Centre for the SPAW Protocol ([SPA](#)-RAC).

It gives continuity to the UNEP/CEP and SPAW-RAC collaborative work to address a recommendation emanated at the 6<sup>th</sup> SPAW STAC meeting (December 2014) calling for an assessment of the impact on the ground of CaMPAM's role in supporting MPA management<sup>1</sup>. An initiative that was later adopted as a decision at the 10<sup>th</sup> Meeting of the Contracting Parties (COP) to the SPAW Protocol ([June 2019](#))<sup>2</sup>.

As a result, two exhaustive CaMPAM's effectiveness assessments were conducted in 2016 and 2021 (Collado-Vides 2016, Brown and Fardin 2021) and now additional efforts are being conducted to evaluate the feasibility of implementing identified recommendations. By doing so, it is expected that the SPAW STAC and the SPAW COP can take guided decisions towards a better fitted and structured network of Protected Areas in the Wider Caribbean, considering options for actions in the short, medium, and long-term. This analysis complements the one being done simultaneously about the feasibility of implementing recommendations identified in the evaluation of the connectivity among MPAs of the Wider Caribbean done by Kiene (2021).

In conjunction, these are considered products of the ACP MEAs III Project aimed to enhance the mainstreaming and implementation of MEAs related to biodiversity, marine and chemicals and waste, with a focus on the mainstreaming of biodiversity in agriculture, the management of chemicals and waste (including hazardous pesticides), the reinforcement of compliance and enforcement measures and strengthening of the implementation of regional Seas Conventions in ACP countries.

### 2. Methodology for a participative approach

At the onset of the assignment, and by means of a kick-off virtual meeting with UNEP/CEP Secretariat and the SPAW-RAC personnel, it was emphasised that there was a need to generate a concise document constructed collectively. As such, the participative approach would need to secure inputs from the SPAW

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<sup>1</sup> Recommendation 1 (Viii) "consider assessment of the impact on the ground of CaMPAM activities in particular on MPAs management effectiveness and proceed with updating the strategic plan and work plan for CaMPAM, as was agreed at the 2013 CaMPAM Executive Committee meeting"

<sup>2</sup> Decision 5: Recommend "that the Secretariat undertake a comprehensive review to determine impact of CaMPAM activities thus far. envisaged to evaluate effectiveness and guide future work with a view towards ensuring activities linked to overall SPAW Protocol activities/goals"

Ad Hoc Protected Areas Working Group (PA WG) early in the process (Annex 1), noting that extensive bottom-up consultation took place at the time of the network assessments.

For that purpose, for instance, Collado-Vides (2016) prepared four semi-structured questionnaires (multiple choice and open-end questions) to reach different categories of users: a) Forum-email-List and MPA database users, b) ToT beneficiaries, c) Grants beneficiaries and d) ToT instructors. This resulted in a total of 59 responses (with feedback from 15, 8, 7 and 29 people respectively). Perceptions and opinions about CaMPAM programme's impact in the region were complemented through 8 emails responses (out of 27 personalised emails sent) from individuals that have played some important role in CaMPAM's work over the last 15 years, and through 6 phone conversations to some members of the Executive Team. Her consultation process took place from July 31st to September 20th, 2016.

An additional consultation took place between mid-August and December 2020, at the time of the second CaMPAM assessment (Brown and Fardin 2021), when another 54 responses were analysed from semi-structured questionnaires that were administered to six ToT course cohorts, MPA managers and staff of agencies with responsibility for protected area (PA) management; subscribers to the CaMPAM-L listserv. This time feedback was also gathered from video/voice call and email interviews with 34 members of the following stakeholder groups: CaMPAM Expert Group; former CaMPAM Executive Team CaMPAM ToT course alumni; MPA managers; personnel from UNEP-CEP and SPAW-RAC; SPAW Protocol Focal Points; and partner organisations.

Hence, in preparation for getting the necessary comments and suggestions, a preliminary document containing the methodological approach and an initial description of potential options for implementing recommendations was prepared and shared among members of the PA WG. This early draft was quickly assembled based on concepts, analysis and recommendations gathered from relevant documents and on the consultant's own concepts and experience.

Approximately 50% of the PA WG members kindly contributed with the bottom-up construction of this document by making written comments on the shared Google Word Document, through email communications, and through verbal recommendations gathered at virtual meetings.

Additional consultations were obtained from knowledgeable people including former SPAW Programme Officers (Alessandra Vanzella-Khouri, Monica Borobia, and Ileana Lopez), and the former CaMPAM coordinator (Georgina Bustamante). They kindly provided inputs through email exchanges, phone calls, or written comments to the early draft and by providing additional relevant documents.

All received inputs along with a collection of supporting documentation of CaMPAM activities, achievements, and evaluations contributed to the structuring of a streamlined option paper, considered to be the first draft. This draft was again shared with the PA WG members for a second round of comments and inputs. In conjunction, received inputs contributed to significant improvements of the final version of the so called CaMPAM option paper.

Towards the end of this four months consultancy, PA WG at the virtual meeting held on 2 September 2022 recognized that: a) several difficulties limited their active involvement; b) there is a need to focus on the most relevant aspects given the limiting funding; and c) there is a need to secure the bottom-up approach when taken decisions. Hence, it was considered that for a stronger consultative process, it shall be necessary to open new opportunities for in-depth participation of most of the PA WG members and

perhaps to consider the inclusion of additional key partners. Until now, the PA WG involvement has proved challenging since it happened during the summer months, and it was aggravated with the beginning of the Hurricane season across the WCR. Hence, the Cartagena Convention Secretariat is looking for alternatives to respond to this advice, allowing the successful completion of this task.

As a first approximation, the Cartagena's Convention Secretariat recommended this option paper initially look at the high-level decisions, by initially presenting a simplified and re-structured version of the assessments recommendations and then by introducing several desired outcomes aimed to facilitate and measure the degree of implementation of the adjusted recommendations. For each desired outcome three options have been developed, along with short statements description of advantages and limitations. Complementarily, lower-level decisions contemplating possibilities for the short (2 years), medium (5 years) and long (10 years) terms activities shall be included for later consideration.

In general, proposed options moves gradually from in-house possible solutions to less dependent / external strategies and highlighted that most of the proposed actions are tied to significant improvement on coordination processes, in which the reactivation of the CaMPAM network could play a relevant role.

### 3. CAMPAM processes, achievements, and current status

Back in 1997, and inspired by global initiatives such as the [UNEP Regional Seas Programme](#), a group of 50 visionaries (park managers, fisheries officers, scientists and other marine practitioners) from 22 Caribbean countries / territories decided to improve cooperation and communication at the regional level in support of the Specially Protected Areas and Wildlife (SPA) Protocol principles, by establishing the CaMPAM Network and Forum Partnership (CaMPAM).

The SPAW protocol is one of the three technical agreements or protocols comprising the [Cartagena Convention](#), one of the few binding protocols across the Wider Caribbean Region ([WCR](#)). The SPAW Protocol was formally adopted in 1990 and continues to be ratified. At present there are 18 SPAW Parties of the Convention (Figure 1).

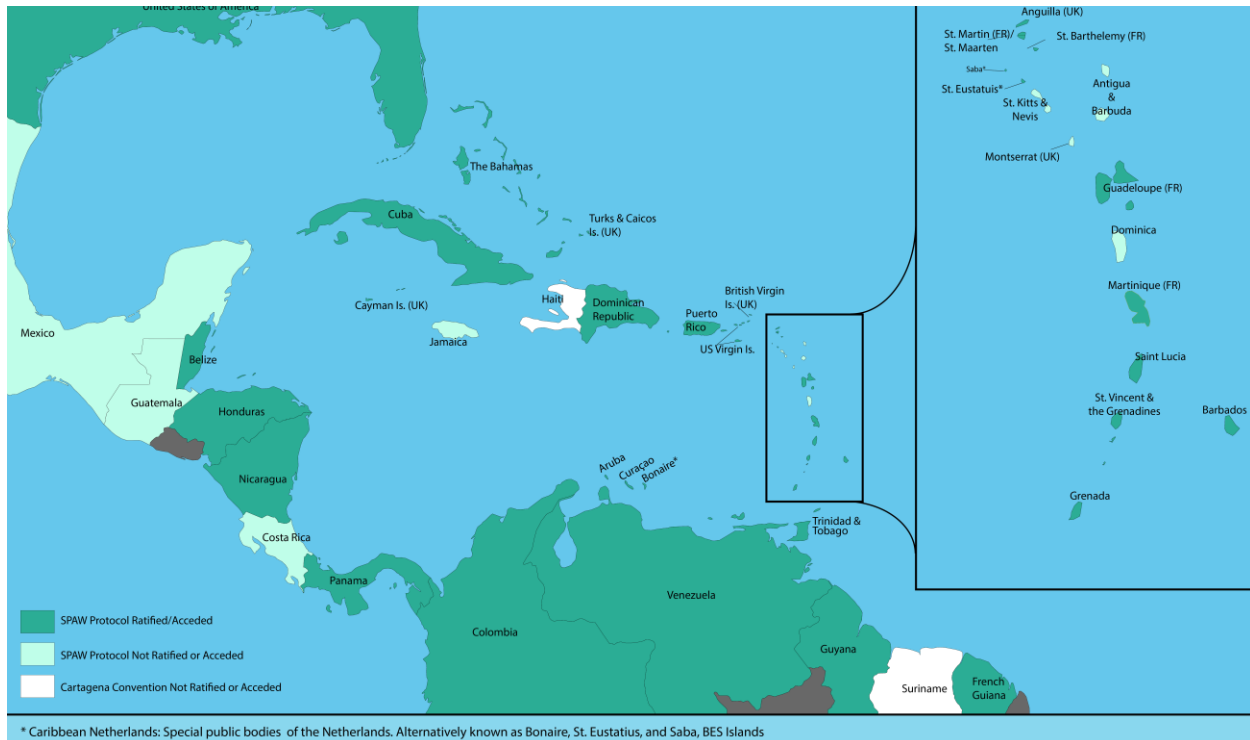


Figure 1. Ratification of the SPAW Protocol in the Wider Caribbean region.  
 Taken from [UNEP/CEP web page](#)

CaMPAM was officially launched at the White Water to Blue Water Partnership Conference in Miami in March 2004, with the goal of developing capacity for MPA management across the WCR by bringing together an inclusive network to exchange ideas and lessons learned. Supported by UNEP/CEP, Members of CAMPAM agreed to work under an informal structure and collaborate in five key areas: a) Training opportunities; b) Information exchange; c) Personnel, equipment, and publications sharing; d) Communications; and e) Problem solving (Strategic Plan 2004-2008, Bustamante et al 2010).

Sponsored by UNEP/CEP, CaMPAM pioneered alliances and successfully developed widely recognized programmes and initiatives:

- [Training of Trainers \(ToT\) Programme](#): 15 editions of a multilanguage regional course and more than 100 follow-up activities in association with hundreds of partners and donors (Annex 2).
- [GCFI Annual Meeting, MPA session](#): 19 editions of a thematic session (Annex 3) to present and discuss multiple topics related to MPA management including ecosystem information for MPA design, ecological processes and conservation strategies, large-scale biodiversity assessments, community participation in MPA management, monitoring methods, benefits of marine reserve as a management tool, and Fishing and tourism within MPAs.
- [implementation of small grants initiatives](#): provided technical support in the design, selection and monitoring of the implementation of small grants that promoted exchanges and the sharing of best practices in support of a number of region-wide projects, such as [ECMMAN](#) project, [Caribbean Challenge Initiative](#) project, and [Biodiversity for Sustainable Development through EBM](#) project, among other projects.

- Creation and maintenance of a CaMPAM MPA database: a database that contains detailed information of more than 1,000 MPAs, that was re-structured in 2018, with the active support of MPA managers.
- Development of the first capacity assessment of MPAs in the Caribbean: a total of 27 Caribbean MPAs were assessed in 2011, in collaboration with the [NOAA Coral Reef Conservation Program](#) and [GCFI](#), an initiative that later led to the establishment of the [MPA Connect](#) Partnership.
- Establishment of a list-serve: a communication platform with more than 1,000 recipients to enhance dissemination of information among MPA practitioners.

Based on above accomplishments, CaMPAM demonstrated its effectiveness in successfully building partnerships and networking for over two decades. This progress would not be possible, without the dedicated support from the UNEP/CEP SPAW Programme Officer, who has been leading the process of securing funds through a variety of sources including:

- ✓ Budget allocation from the UN system, [UN Fund for International Partnership](#),
- ✓ Donations from the European governmental agencies (Sweden, France, Spain, Italy, and Germany among others),
- ✓ Donations from US governmental agencies ([Department of the Interior](#) , [NOAA Coral Reef Conservation Program](#), among others)
- ✓ Donations from private organisations ([McArthur Foundation](#), among others)

However, CaMPAM funding only through project implementation has had irregular trends, hampering the continuity of its yearly work plan, which is approved biannually by the Parties of the SPAW Protocol of the Cartagena Convention. With the recent resignation (October 2019) of its Coordinator in part due to the lack of funding, and frequent changes (four persons in the last five years) of the UNE/CEP SPAW Programme Officer given the early retirement of the long-time Officer (with 27-years of service), the functionality of the network has been kept at its minimum.

At present, GCFI continues to host its list-serve and web page, but it is not regularly maintained. The SPAW-RAC assumed the moderation of the list serve, with the voluntary help of the prior coordinator (Georgina Bustamante). The CaMPAM MPA database has been updated and completely restructured using free online applications, but has not been broadly advertised to amplify its interactivity and services. The lack of funding has made implausible the realisation of any new edition of the ToT course. The Group of experts is underutilised and under mobilised due, in part, to deficiencies in the Network's institutional framework.

#### 4. CAMPAM and the SPAW Protocol

The UNEP/CEP acting as the SPAW Protocol Secretariat has been technically, administratively, and financially supporting CaMPAM activities in compliance with the following articles of the SPAW Protocol:

Article 3, general obligations ... "Each Party shall **endeavour to cooperate** in the enforcement of these measures, without prejudice to the sovereignty, or sovereign rights or jurisdiction of other Parties".

Article 5, "m) any other measure aimed **at conserving, protecting, or restoring** natural processes, ecosystems or populations for which the protected areas were established".



Article 11: 5. “The Parties shall **establish cooperation programmes** within the framework of the Convention and the Action Plan to assist with the management and conservation of protected species and shall develop and implement regional recovery programmes for protected species in the Wider Caribbean Region, taking fully into account other existing regional conservation measures relevant to the management of those species”.

Article 18. Mutual Assistance

“1. The Parties shall **co-operate, directly or with the assistance of the Organisation** or other relevant international organisations, in formulating, drafting, financing, and implementing programmes of assistance to those Parties that express a need for it in the selection, establishment and management of protected areas and species”.

“2. These programmes should **include public environmental education, the training of scientific, technical and management personnel**, scientific research, and the acquisition, utilisation, design, and development of appropriate equipment on advantageous terms to be agreed among the Parties concerned”.

Article 22. institutional arrangements

“2c. **assisting the Parties** and the Scientific and Technical Advisory Committee, **in cooperation** with the competent international, intergovernmental, and non-governmental organisations in:

- **facilitating programmes of technical and scientific research** as provided for in Article 17;
- **facilitating the exchange of scientific and technical information** among the Parties as provided for in Article 16;
- the **preparation of educational materials** designed for various groups identified by the Parties.”

“2g. **cooperating and coordinating with regional and international organisations** concerned with the protection of areas and species.”

CaMPAM has been reporting its progress and achievements at the SPAW bodies (The Conference of the Parties (COP), and the Scientific and Technical Advisory Committee (STAC) regular meetings. In addition, its progress has been posted in the [SPAW-RAC Newsletters](#) which are available online in three languages, starting in 2010.

## 5. CAMPAM effectiveness assessments

As mentioned above, participants at the STAC 6 meeting (Cartagena de Indias, Colombia, December 8, 2014)<sup>1</sup> recommended to assess the impact of CaMPAM activities on MPAs management effectiveness and the need for updating its strategic work plan expanding an initial exploration developed by Gardner and Vanzella-Khoury (2003). In response to this invitation, two performance assessments have been performed, the first in 2016 (Collado-Vides 2016) and the second in 2021 (Brown and Fardin 2021).

In summary, these evaluations highlighted the following main points:

- CaMPAM and its work are valued, and it is recognised as having contributed to the capacity development of WCR MPA professionals, information sharing and professional exchange. The reaching of a large audience across the geopolitically diverse WCR is the result of successful

partnering with individuals and organisations at national, regional, and global levels built through many years of work and presence.

- A desire for informality has led to inadequate governance structures that weakened stakeholder engagement, connectivity among members, and contributed to the network's unrealised potential.
- Inadequate staffing and funding that have long-affected CaMPAM has been exacerbated in the absence of a network coordinator (since October 2019), with adverse effects on the maintenance of strategic alliances.
- Stakeholders would like to see a more responsive, bottom-up approach to programming, which would likely result in greater usefulness to a broader pool of MPA management stakeholders. CaMPAM should have a programming framework with improved clarity, direction, and focus while being aligned with the aims of the SPAW Protocol and the SPAW Programme.

## 6. High-level decisions for implementing recommendations

The first high level decision is related to the approval of the main recommendations that would guide the overall associated planning processes and activities. Those recommendations are based on the Collado-Vides 2016; Brown and Fardin 2021 assessments whose proposed a set of 17 different specific recommendations to better respond to the network challenges related with its operational and financial sustainability, and to address the need for updating its programme delivery.

From these only three recommendations resulted after the integration and re-structuring processes as described below and illustrated in Figure 2.

**Recommendation 1:** Improve CaMPAM's **governance structure** to ensure the network is driven from the bottom up and responds to the needs of MPA professionals and sites including: a) reactivation; b) rules of engagement; c) governance structure; and d) long-term partnerships.

**Recommendation 2:** Expand agreements aimed to securing the network **financial sustainability** including: a) estimations of basic / ideal operating budget; and b) diversifying funding mechanisms / strategies.

**Recommendation 3:** Built an **updated multiyear work plan** following a bottom-up approach. It needs to: a) re-evaluate MPA capacities at regional level; b) identify MPA unsatisfied needs; c) integrate new MPA commitments of SPAW Parties; d) diversify training & education; and e) improve public engagement, advocacy, and communications.

Deciding on recommendations



**Recommendation 1**

Improve CaMPAM's **governance structure** to ensure the network is driven from the bottom up and responds to the needs of MPA professionals and sites including:

- a) reactivation,
- b) rules of engagement,
- c) governance structure,
- d) long-term partnerships.



**Recommendation 2**

Expand **agreements** aimed to securing the network **financial sustainability** including:

- a) estimations of basic / ideal operating budget,
- b) diversifying funding mechanisms / strategies.



**Recommendation 3**

Built an **updated multiyear work plan** following a bottom-up approach. It needs to:

- a) re-evaluate MPA capacities at regional level,
- b) identify MPA unsatisfied needs,
- c) integrate new MPA commitments of SPAW Parties,
- d) diversify training & education,
- e) improve public engagement, advocacy, and communications.

Figure 2. Restructured recommendations for high -level decisions on CaMPAM reactivation

The second level decisions are associated with the Desired outcomes and are presented in Tables 1-3. These decisions are expected to be taken once a decision on recommendations have been made.

In addition, a series of low-level implementation options have been drafted, which can be the basis for moving this planning process forward (Annex 5). The lower-level decisions would need that high-level decisions are taken and at this point in time may be not the priority.

Table 1. Options for implementing desired outcomes for Recommendation 1, about improvements in the CaMPAM's governance structure.

Desired outcome	Options	Advantages	Limitations
<b>1A.</b> CaMPAM <b>reactivation</b> is formally decided in a participative way.	<b>1.</b> CaMPAM is reactivated with an informal structure and <b>individual membership</b> keeping flexibility while allowing some progress on priority areas.	Built on previous experiences, facilitate responses in complex contexts, allows participation of trained MPA practitioners.	Maintains limitations identified in assessments, demands additional efforts towards inclusiveness and funding.
	<b>2.</b> CaMPAM is reactivated with a formal structure as a <b>second level network</b> comprised of representatives of existing partnerships in support of SPAW Protocol objectives.	Represent an innovative strategy focused on coordination and collaboration for efficient use of resources. CaMPAM could become the centre of coordination for marine conservation at multiscale and multicultural levels.	Demands good strategies to secure effectiveness, representativeness, and equitability.
	<b>3.</b> CaMPAM <b>adhered to an existing and functional regional network</b> including SPAW-RAC or any other Regional Activity Network (RAN).	Facilitate integration with existing partnerships and construction of common goals.	Potential reduction in regional coverage and possible loss of visibility and branding of CaMPAM which is well respected and understood.
<b>1B.</b> CaMPAM improves its <b>governance structure</b> following a bottom-up approach. Initial work is developed through a <b>transitional Coordination Unit (TCU)</b> .	<b>1.</b> Cartagena Convention Secretariat, SPAW-RAC, or any of the SPAW Working Groups act as CaMPAM TCU.	Enhance ownership, relies on existing structures, illustrates SPAW benefits.	It may place additional workload on Secretariat, SPAW RAC and WGs and likely require adjustments of work plan, priorities, and budgets.
	<b>2.</b> A separate CaMPAM CU is established in a consultative process.	Will enable dedicated focus and facilitate consultation process on different scales.	Requires new governance structure and new resources including staffing to coordinate.
	<b>3.</b> There is no need for a separated governance structure because CaMPAM has adhered to a partnership.	Will reduce potential overlap and duplication. Will support greater synergies and coordination.	Requires rules to secure inclusion of SPAW Protocol objectives over all its working areas, adequate representation, and clear identification Secretariat's, SPAW RAC and WGs role in support of the Cartagena Convention and SPAW Protocol.

Table 2. Options for implementing desired outcomes for Recommendation 2, about the network financial sustainability

Desired outcomes	Options	Advantages	Limitations
<b>2A. Agreements on the core operating budget for CaMPAM basic / ideal levels of activity.</b>	<b>1.</b> SPAW COP adopts core budget for CaMPAM reactivation and Cartagena Convention Secretariat and SPAW- RAC secured 100% of funding for the first two years of the network TCU. After that CaMPAM should generate ways to fulfill its financial needs.	Secures consistency and promotes efficient use of limited resources. Enhance linkages between CaMPAM and SPAW Protocol common goals.	It may cause a burden on the Secretariat and SPAW- RAC personnel, and most likely it would require an increase in the number of collaborators.
	<b>2.</b> SPAW COP adopts core budget for CaMPAM reactivation and Cartagena Convention Secretariat and SPAW- RAC and a selected group of SPAW Parties agreed on ways to jointly secured funding for the first two years of the network. After that CaMPAM should generate ways to fulfill its financial needs.	Maintains consistency while allowing for greater inclusiveness.	Administrative process may be delayed due to several administrative process. It requires political commitments from countries, funding availability, and special legal framework. Global economic instability may reduce funding allocation.
	<b>3.</b> CaMPAM is 100% funded through the partnership (s) to which it had adhered.	Minimum demand of funds for the Secretariat or SPW RAC.	Donor driven requirements may difficult investments in some areas and may result in departure from agreed priority needs.
<b>2B. Secured diversified funding for CaMPAM operation</b>	<b>1.</b> Cartagena Convention Secretariat and SPAW- RAC in the first 2 years secured at least three different sources of funding (existing projects new projects, and other in-house sources). Sources of funding progressively diversify with time.	Cumulative experience could foster greater success in securing funding at different scales.	Securing new funding requires time, priority should also be given to enhance coordination with existing regional/global initiatives.
	<b>2.</b> A selected group of SPAW Parties supports Cartagena Convention Secretariat and SPAW- RAC efforts towards funding for CaMPAM. Sources of funding progressively diversify with time.	Enhanced coordination facilitates sharing of responsibilities and success. Combined efforts open doors for greater integration of MPA initiatives at national levels.	It could be difficult to secure equal participation across SPAW sites.
	<b>3.</b> CaMPAM supports the Partnership efforts in securing funding.	Speed-up collaborative work towards sharing responsibilities or finding funds to MPA management.	Depending on the source, funding may be limited to some countries / activities.

Table 3. Options for implementing desired outcomes for Recommendation 3, about the network multiyear programme.

Desired outcomes	Options	Advantages	Limitations
<p><b>3A. Built an updated multiyear work plan following a bottom-up approach</b>, using available MPA assessments and maximizing benefits of digital platforms.</p>	<p><b>1.</b> Cartagena Convention Secretariat and SPAW RAC lead the process of drafting a multiyear work plan for CaMPAM, for further SPAW COP approval.</p>	<p>Provides strong institutional framework and context during the consultative processes, while facilitating its integration with regional/global visions.</p>	<p>Given current administrative constraints the process may take longer than expected and demand additional personnel and funding.</p>
	<p><b>2.</b> A selected group of SPAW Parties lead the process of drafting a multiyear work plan for CaMPAM, for further SPAW COP approval.</p>	<p>Facilitate direct contact with a variety of stakeholders, can enhance ongoing national / subregional initiatives in support of CaMPAM work plan.</p>	<p>It requires political commitments from countries and funding availability. It may be difficult to secure equal participation across SPAW sites. It may take longer due to different legal regimes across countries.</p>
	<p><b>3.</b> CaMPAM TCU lead the process of drafting a multiyear work plan for CaMPAM, for further SPAW COP approval.</p>	<p>Can work exclusively on CaMPAM needs, taking advantages of experience and built trust. it can facilitate administrative processes.</p>	<p>It requires a dedicated budget allocation.</p>
<p><b>3B. Diversified training which include</b> incorporation of climate change, blue economy or topics requested by SPAW Parties, which can be included in an updated ToT course manual. A set of educational and training tools are integrated</p>	<p><b>1.</b> Cartagena Convention Secretariat and SPAW RAC acting as CaMPAM TCU lead all activities related to the training and education programme.</p>	<p>Can utilize strong educational tools and training platforms developed though the UN system in different languages. It would enhance cooperation among SPAW Parties.</p>	<p>It may place additional workload on Secretariat, SPAW RAC and WGs and likely require adjustments of work plan, priorities and budgets.</p>
	<p><b>2.</b> A selected group of SPAW Parties acting as CaMPAM TCU lead all activities related to the training and education programme.</p>	<p>Can utilize educational tools and training platforms developed within the selected group of countries, given continuity to national initiatives and could serve as a liaison at subregional level.</p>	<p>It could be difficult to secure equal participation across SPAW sites. Depending on the selected countries additional efforts may be needed to deal with different languages or cultures.</p>

Desired outcomes	Options	Advantages	Limitations
<p>to better respond to the SPAW MPA site needs.</p>	<p><b>3.</b> CAMPAM TCU lead all activities related to the training and education programme.</p>	<p>Can further expand, update, and innovate training and education activities, and better gauge countries needs to be included in building capacities among MPA practitioners.</p>	<p>In the meantime, collaborations with other Partnerships are secured, it would require a dedicated budget allocation.</p>
<p><b>3C.</b> Improve public engagement, advocacy, and communications supporting CaMPAM work plan. Main messages include, but not limited to, marine conservation, pollution, and climate change. Communications are clear, and respectful of cultural and gender issues. There are protocols ensuring transparency and efficiency.</p>	<p><b>1.</b> Cartagena Convention Secretariat, SPAW-RAC developed multiple collaborations focused on maximizing use of digital platforms and social media for disseminating in support of CaMPAM work plan.</p>	<p>It can utilize available expertise and digital platforms; I could further utilize existing mechanisms for creating needed applications in several languages. It can facilitate the linkages among the Cartagena Convention Protocols.</p>	<p>It may place additional workload on Secretariat, SPAW RAC and WGs and likely require adjustments of work plan, priorities, and budgets.</p>
	<p><b>2.</b> A selected group of SPAW Parties acting as CaMPAM TCU developed collaborations focused on maximizing use of digital platforms and social media for disseminating in support of CaMPAM work plan.</p>	<p>It can expand national level initiatives to subregional / regional level promoting connectivity and ownership.</p>	<p>It could be difficult to secure equal participation across SPAW sites. Depending on the selected countries additional efforts may be needed to deal with different languages or cultures.</p>
	<p><b>3.</b> CaMPAM TCU developed collaborations focused on maximizing use of digital platforms and social media for disseminating in support of CaMPAM work plan.</p>	<p>It can prioritise communication strategies while at the same time make linkages with several networks in an effectiveness way. Overall public engagement in marine conservation at the regional level could be enhanced through coordination and cooperation.</p>	<p>It requires a dedicated budget allocation.</p>

## 7. Final Considerations

Overall, the consultant preferred options for the CaMPAM reactivation call for the consideration and support of the following options:

- a. CaMPAM is reactivated as a second level network, with membership comprised of national / regional / subregional organisations / networks (option 1A-2).
- b. A separate CaMPAM Transitional Coordination Unit is established in a consultative process and is responsible for leading the process of improve its governance structure following a bottom-up approach (option 1B-2).
- c. SPAW Protocol support is key to reinforce CaMPAM's work & provide confidence to investors / donors. It provides 100% of its first two years of funding (option 2A-2). In conjunction with the Cartagena Convention Secretariat and SPAW-RAC, CaMPAM dedicate efforts towards securing funding which diversify with time (Option 2B-2).
- d. CaMPAM transitional coordination unit lead the bottom-up approach for long-term planning process which includes multiyear work plan, diversifying training and improvement in public engagement, advocacy, and communication (options 3A-3, 3B-3 and 3C-3).

The invitation to support the CaMPAM as a secondary level network recognises that currently there are enough networks and partnerships across the WCR working on protecting the coastal and marine ecosystems, and the fact that several of them cannot integrate in their planning all countries and overseas territories across the WRC. Therefore, there is a special place for CaMPAM to innovate and led the region towards a more coordinated and consistent responses needed for confronting the increasing threats we are all experiencing. Under that scenario, CaMPAM could become the centre of coordination at multiscale and multicultural levels. The much-needed institutional support from the SPAW Protocol bodies shall reinforce CaMPAM's work while at the same time provides confidence to a variety of investors / donors.

On the other hand, it is important to highlight that there are multiple activities and topics associated to the CaMPAM reactivation, and to attend these needs in the short term the establishment of a "CaMPAM Transitional Coordination Unit" is being proposed (Tables 4-5). For operating this Unit, Table 5 is presenting two initial budget estimations between basic and ideal levels, which still need further discussions and agreements. The budget for a basic level includes 200 working days of a coordinator and a communication specialist, in addition to administrative and translation support. In comparison, the budget for an ideal operation level considered this team but extended the working days to 250 and expanded the Unit with a web designer and an education specialist. The participation of six volunteers that could be members of the CaMPAM expert Group or other knowledgeable people is expected to support the CaMPAM reactivation by helping in writing short-term proposals, re-structuring the TOT course programme and manual, and providing technical support towards other education and training activities.

The need for securing a bottom-up approach implies a series of consultations at subregional and regional levels, as well bilateral ones with key partners and stakeholders (users' groups, resource managers, and scientists among others), thus the associated budget remains equal for both basic and ideal level of operation.



The realisation of short-term training oriented to problem solving looking that for instance can be dedicated to deal with emerging management challenges such as increase in illegal activities, pollution, or habitat degradation is contemplated only under ideal budget estimation.

Overall, Table 5 showed that approximately a total of \$US377,080 may be necessary for two-years of operation of the Transitional Coordination Unit at a basic level; and approximately a total of \$UD622,380 for its ideal operation. Depending on effective working relationships and collaborations, these estimations can be modified, particularly in the long-term scenarios and once strategic planning processes are completed, with clear identification of CaMPAM priorities and agreed funding mechanisms.

In considering the diversification of funding mechanisms, sources could be either internal (*i.e.*: UNEP/CEP, group of SPAW Parties, and SPAW RACs/RANs) or external (*i.e.*: cooperative agreements with civil society, NGO community, government institutions, and trust fund among others). Examples of CaMPAM potential partners backing its reactivation are presented in Annex 4.

Definitively, CaMPAM can no depend on a single, short-term financing source, but from a combination of several different sources, allowing the complementarity of the specific purposes often involved through donors' agreements. Here SPAW-RAC may have a key role given the fact that usually RACs strengths are in their capacity to design and implement projects and mobilise external financial resources, in coordination and inputs from the Secretariat and in line with Strategies and workplans (Borobia 2022).

*Table 4. Summary of short-term activities and implementation needs*

Recommendation	Short-term activities	Implementation needs
R1 Improve governance structure	Evaluate at least 4 governance structure networks	Coordinator (30%)
	Define new network engagement rules	Communication specialist (20%)
	Design and coordinate participative strategies for evaluation of rules of engagement (at least one regional workshop)	Administrative support (10%)
	Secure liaison with at least two Partnerships	1 regional workshop (virtual) Multiple Bilateral / small groups meetings
R2 Improve financial sustainability	Secure in-house funding (CEP Secretariat, SPAW-RAC)	Coordinator (30%)
	Write several short-term proposals with at least one short approved	Communication specialist (20%)
	Establish linkages with blue/green economy initiatives with private funding	3 volunteers (expert group, 30%)
	Secure partial funding from at last one trust fund	Multiple bilateral / small groups meetings
R3 Improve multiyear programme	Identification and implementation of priority actions agreed following bottom-up approach (at least three consultation workshops)	Coordinator (40%)
	Restructure the ToT programme incorporating new management challenges and educational tools	Communication (60%) 1 web designer (50%) Translator (30%)
	Design short-term training activities on problem solving, green / blue Economy or nature-based solutions using several educational tools	Administrative support (10%) 3 volunteers (30%) 1 regional workshop (hybrid)

Recommendation	Short-term activities	Implementation needs
	Coordinate the effective participation of the MPA practitioners in existing training opportunities	3 subregional workshops (hybrid) Active digital consultation Multiple Bilateral / small groups meetings Advocacy activities Preparation innovative educational materials Hosting webpage and other supplementarily digital applications
	Design, activate and maintain social media applications	
	Restructure and maintain a dedicated Webpage	
	Digitize educational materials and design educational interactive applications	
	Alliances and technical support to improve ecosystem / key species databases	
	Alliances and technical support to improve experts' directories and digital libraries	
	Design and execute advocacy activities on marine conservation, pollution, or climate change	
	Verify that communication flows are clear, and respectful of cultural and gender issues	
	The network has internal communication protocols ensuring transparency and efficiency	

Table 5. Estimated annual budget for a Transitional CaMPAM Coordination Unit

Item	Description	Annual Cost	
		Basic level (\$US)	Ideal level (\$US)
Personnel	1 coordinator (200 days/\$US 300 day)	60,000	
	1 coordinator (250 days/\$US 300 day)		75,000
	1 communication specialist (200 days/\$US 200 day)	40,000	
	1 communication specialist (250 days/\$US 200 day)		50,000
	1 administrative support (40 days / %USD 60 day)	2,400	2,400
	1 web designer (250 days/\$US 200 day)		50,000
	1 translator (global)	5,500	5,500
	1 education specialist (45 days/\$US 200 day)		9,000
	6 volunteers	9,000	9,000
Meetings	1 regional workshop (virtual)	5,000	5,000
	1 regional workshop (hybrid)	20,000	20,000
	3 subregional workshops (hybrid)	25,000	25,000
Communications	Hosting web page	500	500
	Translation English, Spanish or French	3,500	6,000
	Access to communication platform	500	500
Training	Short term- problem solving		25,000
Administrative fee (10%)		17,140	28,290
Total per year		188,540	311,690

Note: The CaMPAM Transitional Coordination Unit is expected to work during approximately two years.

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- ✓ Georgina Bustamante, former CaMPAM coordinator,
- ✓ William Kiene, consultant

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Samantha Dowdell	NOAA Office of International Affairs, US
Emma Doyle	MPA Connect - GCFI
Lloyd Gardner	Foundation for Development Planning, Inc.

ANNEX 2. Summary of CaMPAM ToT Courses. Taken and complemented from Bustamante et al (2018).



Year	Country	Participants (countries)	Main donor	Main partners
1999	Netherland Antilles	9 (7)	UN Foundation Fund for International Partnership (UNFIP), US Government.	Coastal Zone Management Center, Saba Conservation, Trust, The Nature Conservancy (TNC)
2000	Dominican Republic	15 (8)	UNFIP	Parque Nacional del Este, TNC
2002	Sta. Lucia	12 (8)	UNFIP	Soufriere Marine Management Association, St. Lucia Fisheries Department, TNC
2004	USA	17 (12)	UNFIP	NOAA Florida Keys Natl. Marine Sanctuary (FKNMS), Florida Fish Wildlife Conservation Commission, Environmental Defense Fund
2006	USA	11(7)	MacArthur Foundation	FKNMS, Florida Fish Wildlife Conservation Commission
2007	Mexico	14 (9)	MacArthur Foundation	Instituto Universitario de Tulum, TNC, CONANP-SEMARNAT Yucatán Region, Sian Ka'an Biosphere Reserve, Hotel Nueva Vida de Ramiro, Amigos de Sian Ka'an
2009	Trinidad & Tobago	12 (9)	Swedish International Development Cooperation Agency (SIDA), Buccoo Reef Trust, OECS (OPAAL Project)	Buccoo Reef Marine Park,
2010	Dominican Republic	22 (7)	General Directorate on Natural Environment and Forestry Policy of the Ministry of Marine and Rural Environment of Spain	Reef Check Domini-can Republic, Parque Nacional del Este, Ministry of Environment and Natural Resources (MARENA)
2011	Belize	19 (8)	General Directorate on Cooperation for International Development of the Italian Ministry of Foreign Affairs of Italy, Caribbean Challenge project	Hol Chan Marine Reserve, the Belize Fisheries Dept., Seatone Consulting
2011	Guadeloupe	18 (3)	SPAW RAC	TEMEUM, Guadeloupe National Park
2013	Colombia	21 (1)	UNDP- GEF, INVEMAR	Environment and Sustainable Development (MADS), the Center for Oceanographic Research and Hydrographic – CIOH, National Authority for Fisheries and Aquaculture (AUNAP), National Parks Service (PNN), several autonomous regional corporations, the Natural Heritage Foundation
2015	Grenada	24 (10)	10th European Development Fund (EDF), ECOMAN project	Moliniere-Beausejour MPA, Grenada Fisheries Dept., TNC
2016	Dominican Republic	24 (8)	General Directorate on Cooperation for	MARENA, Montecristi National Park, Reef Check, PROGES,

Year	Country	Participants (countries)	Main donor	Main partners
			International Development of the Italian Ministry of Foreign Affairs of Italy, Biodiversity Project	
2018	Barbados	21 (14)	General Directorate on Cooperation for International Development of the Italian Ministry of Foreign Affairs of Italy, Biodiversity Project, 11th European Development Fund (EDF), IUCN-ORMACC-Biopama Project	The University of West Indies-CERMES, PROGES




*ANNEX 3. Summary of GCFI MPA sessions supported by CaMPAM.*




year	Conference	Participants	year	Conference	Participants	year	Conference	Participants
1997	50 <sup>th</sup> Mexico	18	2006	59 <sup>th</sup> Belize	8	2015	68 <sup>th</sup> Panama	8
1998	51 <sup>st</sup> Dominican Republic	10	2007	60 <sup>th</sup> Dominican Republic		2016	69 <sup>th</sup> Cayman I.	13
1999	52 <sup>nd</sup> USA	5	2008	61 <sup>st</sup> Guadeloupe		2017	70 <sup>th</sup> Mexico	13
2000	53 <sup>rd</sup>	4	2009	62 <sup>nd</sup> Venezuela		2018	71 <sup>st</sup> Colombia	14
2001	54 <sup>th</sup> Turks & Caicos	23	2010	63 <sup>rd</sup> Puerto Rico		2019	72 <sup>nd</sup> Dominican Republic	9
2002	55 <sup>th</sup> Mexico	13	2011	64 <sup>th</sup> Mexico	14			
2003	56 <sup>th</sup> British Virgin Islands	17	2012	65 <sup>th</sup> Colombia				
2004	57 <sup>th</sup> USA	12	2013	66 <sup>th</sup> USA	18			
2005	58 <sup>th</sup> Colombia	22	2014	67 <sup>th</sup> Barbados	16			

## ANNEX 4. Examples of regional / subregional partnerships that could contribute to the reactivation of CaMPAM.

Network	Membership	Main partners	Main objectives	Main sources of funding
<p><a href="#">The Dutch Caribbean Nature Alliance</a> (DCNA)</p> 	regional partnership of conservation organisations created in 2006	<p>the Aruba National Park Foundation (<a href="#">FPNA</a>)</p> <p>Stichting Nationale Parken Bonaire (<a href="#">STINAPA Bonaire</a>)</p> <p>Caribbean Research and Management of Biodiversity (<a href="#">CARMABI</a>)</p> <p><a href="#">Saba Conservation Foundation</a></p> <p>St. Eustatius National Parks Foundation (<a href="#">STENAPA</a>)</p> <p><a href="#">The Nature Foundation</a> St. Maarten</p>	<p>support and assist Park Management Organisations</p> <p>secure sustainable funding</p> <p>promote and facilitate permanent dialogue, knowledgeable exchange, training, and cooperation</p> <p>assist with representation and advocacy</p> <p>online access and exchange of biodiversity and conservation management information</p> <p>promote outreach and public awareness.</p>	<p>2006 DCNA conservation Trust Fund</p> <p>10-year subsidy agreement, Dutch Ministry of the Interior and Kingdom Relations (€750,000 annually)</p> <p>2009-2016 annual donation from the Dutch Postcode Lottery.</p> <p>The target capital has not yet been reached.</p>
<p><a href="#">MPA Connect</a></p> 	partnership initiated in 2010 between <a href="#">GCFI</a> and the <a href="#">NOAA Coral Reef Conservation Program</a>	<p>The network is comprised of 32 MPAs from 11 countries and territories in the Wider Caribbean (The Bahamas, Grenada, St. Lucia, St. Vincent and the Grenadines, Belize, Honduras, Mexico, US Virgin Islands, British Virgin Islands, Saba and St. Eustatius, Turks and Caicos.</p>	<p>connects MPA managers and professionals in the Caribbean to increase the effectiveness of MPA management by addressing specific capacity needs of individual MPAs through including regional peer to peer workshops, site-specific technical support, learning exchanges and direct grant funding</p>	<p>a competitive grant program administered on behalf of the NOAA Coral Reef Conservation Program by the National Fish and Wildlife Foundation (<a href="#">NFWF</a>) to benefit persons, organisations, and non-U.S. Federal agencies applicants, within and outside of the United States.</p> <p>The call for proposals is made in the winter/spring of each year, with an average grant awarding \$US 80,000 to \$US 150,000, to proposals up to a 12–18-month period and 1:1 ratio of matching funds.</p>



Network	Membership	Main partners	Main objectives	Main sources of funding
<p>Gulf of Mexico Protected Area Network (<a href="#">RedGolfo</a>)</p> 	<p>Trinational (Mexico, Cuba US) partnership among MPA stakeholders emerged in 2007 and reactivated in 2015</p>	<p>trilateral network to facilitate joint efforts concerning the science, stewardship, and management across 11 marine protected areas, supported by <a href="#">NOAA</a>, <a href="#">CONANP</a>, <a href="#">CNAP</a>, <a href="#">The Ocean Foundation</a>, <a href="#">Carimar</a>, <a href="#">Trinational Initiative</a>.</p>	<p>foster trinational collaboration among marine protected area stakeholders in the Gulf of Mexico to address shared threats.</p>	
<p>North America Marine Protected Areas Network (<a href="#">NAMPAM</a>)</p> 	<p>resource agencies, MPA managers, practitioners and other relevant experts from Canada, Mexico, and the United States. It was created in 1999.</p>	<p>promote exchanges between the experts from Canada, Mexico and the United States working in MPAs, in order to improve marine conservation at the seascape level in a network of MPAs.</p>	<p>Enhance collaboration to address common challenges to marine biodiversity, sharing knowledge, technologies and management strategies, build partnerships for complementary and integrated conservation efforts, and raise public awareness and appreciation of the value of North America's shared seascape and rich cultural heritage.</p>	<p>CONANP, NOAA Marine Protected Areas Center, Commission for Environmental Cooperation, UNEP North America Office.</p>
<p>Caribbean Natural Resource Institute (<a href="#">CANARI</a>)</p> 	<p>partnership established in 2001</p>		<p>promote and facilitate stakeholder participation and collaboration with focus on research, policy influence, advocacy and capacity building towards sustainable livelihoods and participatory decision making and management of the region's natural resources. CANARI actively works to facilitate regional networking and Caribbean-wide programs and projects.</p>	

Network	Membership	Main partners	Main objectives	Main sources of funding
<a href="#">The Healthy Reefs for Healthy People Initiative</a>  <b>Healthy Reefs</b> <i>for healthy people</i>	Science-based partnership launched in 2003. recommendations.	over 70 partner organisations from the Mesoamerican region (Caribbean sections in Mexico, Belize, Guatemala, and Honduras).	promoting the adoption and application of Healthy Reefs indicators of the Mesoamerican Reef Ecosystem; standardizing analysis of reliable scientific data to improve reef ecosystem management; and to serve as an open forum for information sharing and networking among science and conservation partners.	
<a href="#">Corredor Biologico del Caribe</a> 	Conservation strategy initiated in 2007	Cuba, Haiti, Republica Dominicana, Puerto Rico (Jamaica is an observer).	integrates governments, communities, academia, civil society, and international cooperation agencies within the framework of a development model in harmony with nature. They are working on selected species strong gender component and community participation	created a Trust Fund that would be administered by the UNEP Regional Office and will continue to work towards if financial sustainability by including other global funding initiatives.
<a href="#">IUCN - Biopama - Caribbean</a> 	Ministries of Environment and National agencies, Protected Area agencies, regional organisations, local communities living in and around protected areas and, Civil society.	16 Caribbean countries: Antigua and Barbuda; Bahamas; Barbados; Belize; Dominica; Dominican Republic; Grenada; Guyana; Haiti; Jamaica; St. Lucia; St. Kitts and Nevis; St. Vincent and the Grenadines; Suriname; Trinidad and Tobago.	BIOPAMA aims to reinforce the management and governance of protected and conserved areas in the 79 African, Caribbean and Pacific (ACP) countries through better use and monitoring of information and capacity development on management and governance.	An initiative of the African, Caribbean and Pacific (ACP) Group of States financed by the European Union (EU)'s 11th European Development Fund.

Note: Potential additional support from Global or other Regional Multilateral Environment partnerships and regional /global projects are expected to be further explored during the development of the CaMPAM strategic planning processes.

*ANNEX 5. Options to consider for implementing recommendations at low-level decisions.*

The following Tables (1- 3) present succinct descriptions of proposed options aimed to advance implementation of the three recommendations for expanding / reactivating CaMPAM effectiveness. These detailed alternatives provide continuity to the high-level decisions described above, while also call to follow a bottom-up approach. To maximise opportunities for developing a participative and adaptive planning approach, these tables emphasise short-term (2 years) options, while also identifying mid-term (5 years) and long-term (10-years) in more general terms.

Table 1. Options for lower-level decisions related to the implementation of Recommendation 1 about CaMPAM governance improvements

Recommendation 1: Improve CaMPAM's <b>governance structure</b> ensuring the network is driven from the bottom up and responds to the needs of MPA professionals			
Desired outcome 1. Target 1a. <b>rules of engagement</b> of the reactivated CaMPAM network are developed and adopted.			
<i>Option</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	Based on the reactivation model adopted, Cartagena Convention Secretariat, SPAW-RAC and PAWG evaluate governance arrangements of at least four existing regional / subregional partnerships and propose new rules of engagement for a reactivated CaMPAM network.	SPAW STAC and SPAW COP formally adopt recommendations related to the new CaMPAM rules of engagement, which resulted in the formal network reactivation.	Using its formal rules of engagement, CaMPAM has increased the number of partners by 10% compared to the initial amount when its reactivation was formally adopted.
2	SPAW focal Points consult internally and submit recommendations to Cartagena Convention Secretariat, SPAW-RAC and SPAW PA Working Group about CaMPAM new rules of engagement.		
3	A Transitional CaMPAM Coordination Unit is established, and it is responsible for developing its own rules of engagement in a participative way.	CaMPAM continues to operate informally lacking formal rules of engagement but has a detailed inventory of all partners.	CaMPAM has increased the number of partners by 10% compared to the detailed inventory of partners.
Desired outcome/ target 1b. CaMPAM <b>improves its governance architecture and process</b> to better respond to MPA needs following a bottom-up approach.			
<i>Option</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	The Cartagena Convention Secretariat, SPAW-RAC or any of the SPAW Working Groups act as the network Transitional Coordination Unit securing necessary coordination among partners to develop a governance structure in a participative way.	CaMPAM Coordination Unit has been approved by the SPAW formal Bodies and has adopted a governance structure. This coordination Unit has been authorised to sign cooperative agreements with public or private partners to develop priority actions. At	CaMPAM Coordination Unit supported by the SPAW formal bodies strengthened its governance structure by increasing by 10% the number of cooperative agreements with public and private partners signed compared to

		least two cooperative agreements have been signed.	the initial level at reactivation period.
2	A Transitional CaMPAM Coordination Unit is established, and it is responsible for developing its own governance structure in a participative way.	CaMPAM Coordination Unit leads the process of internally approves its governance structure and has signed cooperative agreements with public or private stakeholders/ partners to develop priority actions.	CaMPAM Coordination Unit has strengthened its governance structure by increasing by 10% the number of cooperative agreements with public and private partners compared to the initial level at reactivation period.
3	CaMPAM adhered to an existing and functional regional partnership governance arrangement (ie: <a href="#">Corredor Biologico del Caribe</a> , <a href="#">The Dutch Caribbean Nature Alliance</a> , <a href="#">MPA Connect</a> , etc), with no need for a separated governance structure / work plan.	CaMPAM is supporting the implementation of the regional partnership to which it belongs, with no need for a separated governance structure / work plan.	
<b>Desired target 1.c. CaMPAM secured long-term partnership agreements</b>			
<i>Option</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	CaMPAM Transitional Coordination Unit in association with the SPAW formal bodies is coordinating with at least two partnerships during its initial reactivation process in compliance with its priority work plan.	CaMPAM Coordination Unit in association with the SPAW formal bodies have secured two additional alliances in compliance with its multiyear work plan.	CaMPAM Coordination Unit in association with the SPAW formal bodies have secured another two additional alliances in compliance with its multiyear work plan.
2	CaMPAM Transitional Coordination Unit submitted is coordinating with at least two partnerships during its initial reactivation process in compliance with its work plan.	CaMPAM is operative and is utilising funds from at least one new project resulting from at least two strategic alliances in compliance with its multiyear work plan.	CaMPAM is utilising funds from at least another new project resulting from its strategic alliances in compliance with its multiyear work plan.
3	CaMPAM Transitional Coordination Unit is coordinating with at least two partnerships for the development and submission of two proposals in compliance with the work plan of the regional partnership to which it belongs.	CaMPAM is providing technical support to MPAs practitioners from at least five MPAs in compliance with the work plan of the regional partnership to which it belongs.	CaMPAM is providing technical support to MPAs practitioners from at least 10 MPAs in compliance with the work plan of the regional partnership to which it belongs.

Table 2. Options for lower-level decisions related to the implementation of Recommendation 2 about CaMPAM financial improvements

Recommendation 2. <b>agreed and secured financial sustainability</b> for basic and ideal levels of network activity.			
Desired outcome 2.a. <b>agreed on the core operating budget</b> for CaMPAM for basic / ideal levels of activity.			
<i>Option</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	Cartagena Convention Secretariat and SPAW- RAC secured basic / ideal funding (Table 2) for CaMPAM Transitional Coordination Unit allowing its reactivation. They have secured cooperation with at least two partnerships to complement implementation of priority actions.	Once properly established, CaMPAM Coordination Unit, they have secured cooperation with at least two partnerships to complement implementation of ~ 20-30% of its multiyear work plan.	CaMPAM Coordination Unit has secured cooperation with at least two partnerships to complement implementation of ~ 40-60% of its multiyear work plan.
2	A selected group of SPAW Parties secured basic/ideal funding (Table 2) for CaMPAM Transitional Coordination Unit allowing its reactivation. They have secured cooperation with at least two partnerships to complement implementation of priority actions.	Once properly established, CaMPAM Coordination Unit has consolidated fund-raising at national levels thus allowing the development of ~ 20-30% of its multiyear work plan within those countries.	CaMPAM Coordination Unit has expanded fund-raising at national levels thus allowing the development of ~ 40-60% of its multiyear work plan within those countries.
3	CaMPAM Coordination Units is funded through the partnership (s) to which it had adhered.	Once properly established and on behalf of the partnership (s) to which it had adhered, CaMPAM Coordination Unit has examined at least 10 regional initiatives / projects for developing / expanding collaboration in compliance with the agreed multiyear work plan.	On behalf of the partnership (s) to which it had adhered, CaMPAM Coordination Unit has secured funding from at least 40-60% of the initiatives / projects examined in compliance with their agreed multiyear work plan.
Desired outcome 2.b. Secured <b>diversified funding</b> for CaMPAM operation			
<i>Option</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	Supported by SPAW formal bodies, CaMPAM Transitional Coordination Unit has accessed to funds from in house sources, from at least one green/ blue economy initiative, from a trust fund, and from at least one new proposal.	Supported by SPAW formal bodies, CaMPAM Coordination Unit has accessed to funds from in house sources, from at least two green/ blue economy initiatives, from a trust fund, and from at least three new proposals.	Supported by SPAW formal bodies, CaMPAM Coordination Unit has accessed to funds from in house sources, from at least three green/ blue economy initiatives, from two trust funds, and from at least five new proposals.
2	A selected group of SPAW Parties have accessed to funds from in house sources, from at least one green/ blue economy initiative, from a trust fund, and from at least one new proposal.	A selected group of SPAW Parties secured have accessed to funds from in house sources, from at least two green/ blue economy initiatives, from a trust fund,	A selected group of SPAW Parties secured have accessed funds from in house sources, from at least three green/ blue economy initiatives, from two trust funds, and from at least five new proposals.

		and from at least three new proposals.	
3	CaMPAM is supporting the search for funding of the Partnership it belongs looking at implementing the regional action plan established.	CaMPAM continues to support the search for funding of the Partnership it belongs looking at implementing the regional action plan established.	CaMPAM continues to support the search for funding of the Partnership it belongs looking at implementing the regional action plan established.

Table 3. Options for lower-level decisions related to the implementation of Recommendation 3 about CaMPAM program improvements

Recommendation 3. CaMPAM work <b>multi-year program is updated</b> following a bottom-up approach			
Desired outcome 3.a. Developed an <b>updated work program</b> based on self-assessments of capacity needs and maximising collaboration.			
<i>Options</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	Cartagena Convention Secretariat and SPAW RAC have identified priority actions following a participative approach and complemented with available WCR MPA assessments. At least three regional consultation workshops and use of digital platforms to increase stakeholder participation.	Cartagena Convention Secretariat and SPAW RAC have prepared and adopted a multiyear action plan with agreed means for monitoring and evaluation, and clear identification of priority actions for its progressive implementation. Annual technical and financial reports with recommendations for MPA improvement are available.	Cartagena Convention Secretariat and SPAW RAC have been able to implement at least 40-60% of its multi-year work plan. This work plan has been evaluated at least once to assess the need for updates.
2	A selected group of SPAW Parties has identified priority actions following a participative approach and complemented with available WCR MPA assessments. At least three regional consultation workshops and use of digital platforms to increase stakeholder participation.	A selected group of SPAW Parties has prepared and adopted a multiyear action plan with agreed means for monitoring and evaluation, and clear identification of priority actions for its progressive implementation. Annual technical and financial reports with recommendations for MPA improvement are available.	A selected group of SPAW Parties has been able to implement at least 40-60% of its multi-year work plan. This work plan has been evaluated at least once to assess the need for updates.
3	CaMPAM Transitional Coordination Unit has identified priority actions following a participative approach and complemented with available WCR MPA assessments. At least three regional consultation workshops and use of digital platforms to increase stakeholder participation.	CaMPAM Coordination Unit has prepared and adopted a multiyear action plan with agreed means for monitoring and evaluation, and clear identification of priority actions for its progressive implementation. Annual technical and financial reports with recommendations for MPA improvement are available.	CaMPAM Coordination Unit has been able to implement at least 40-60% of its multi-year work plan. This work plan has been evaluated at least once to assess the need for updates.

Desired outcome 3.b. <b>Diversified training</b> initiatives.			
<i>Options</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	Cartagena Convention Secretariat and SPAW RAC restructured the ToT course program following recommendations from previous courses and incorporating new environmental challenges and educational tools. The course manual is updated accordingly. Agreements on additional regional training needs including, but not limited to, problem solving, green / blue Economy or nature-based solutions. Facilitated participation of 10% of MPA managers from SAPW sites in existing training opportunities. Identified educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification.	Cartagena Convention Secretariat and SPAW RAC have conducted at least one ToT course based on updated manual. Two additional trainings on problem solving, green / blue Economy or nature-based solutions completed. Facilitated participation of 30% of MPA managers from SAPW sites in existing training opportunities. Strengthened the use of educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification. A training portal designed and in service.	Cartagena Convention Secretariat and SPAW RAC have conducted at least two ToT courses based on updated manual. Manuals translated to the SPAW official languages. Two additional trainings on problem solving, green / blue Economy or nature-based solutions completed. Facilitated participation of 60% of MPA managers from SAPW sites in existing training opportunities. Strengthened the use of educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification. A training portal designed and in service.
2	A selected group of SPAW Parties restructured the ToT course program following recommendations from previous courses and incorporating new environmental challenges and educational tools. The course manual is updated accordingly. Agreements on additional regional training needs including, but not limited to, problem solving, green / blue Economy or nature-based solutions. Facilitated participation of 10% of MPA managers from SAPW sites in existing training opportunities. Identified educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification	A selected group of SPAW Parties conducted at least one ToT course based on updated manual. Two additional trainings on problem solving, green / blue Economy or nature-based solutions completed. Facilitated participation of 30% of MPA managers from SAPW sites in existing training opportunities. Strengthened the use of educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification. A training portal designed and in service.	A selected group of SPAW Parties conducted at least two ToT courses based on updated manual. Manuals translated to the SPAW official languages. Two additional trainings on problem solving, green / blue Economy or nature-based solutions completed. Facilitated participation of 60% of MPA managers from SAPW sites in existing training opportunities. Strengthened the use of educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification. A training portal designed and in service.
3	CAMPAM Transitional Coordination Unit restructured the ToT course program following recommendations from previous courses and incorporating new environmental challenges and educational tools. The course manual is updated accordingly. Agreements on additional regional training needs including, but not	CaMPAM Coordination Unit conducted at least one ToT course based on updated manual. Two additional trainings on problem solving, green / blue Economy or nature-based solutions completed. Facilitated participation of 30% of MPA managers from SAPW sites in	CaMPAM Coordination Unit conducted at least two ToT courses based on updated manual. Manuals translated to the SPAW official languages. Two additional trainings on problem solving, green / blue Economy or nature-based solutions completed. Facilitated participation of 60% of MPA

	limited to, problem solving, green / blue Economy or nature-based solutions. Facilitated participation of 10% of MPA managers from SAPW sites in existing training opportunities. Identified educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification.	existing training opportunities. Strengthened the use of educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification. A training portal designed and in service.	managers from SAPW sites in existing training opportunities. Strengthened the use of educational tools, databases, experts' directories, and digital libraries in support of training needs and diversification. A training portal designed and in service.
Desired outcome 3.c. Improved <b>public awareness</b> , advocacy, and communications for application of EBM principles and <b>responses</b> to collectively address <b>transboundary problems and ecosystem threats</b> at regional/subregional levels			
<i>Option</i>	<i>Short term (2 years)</i>	<i>Medium term (5 years)</i>	<i>Long term (10 years)</i>
1	Cartagena Convention Secretariat and SPAW RAC acting as CaMPAM coordinator developed collaborations to increase the use of existing web pages and social media applications for disseminating of relevant information about CaMPAM reactivation, strategic planning, and action plan. The collaboration with Education, Training and Awareness Communication ( <a href="#">CETA</a> ) has increased. CaMPAM web page updated, and new social media applications developed. Increased participation of CaMPAM members in advocacy campaigns on marine conservation, pollution, or climate change among other topics. The communication flows are clear, and respectful of cultural and gender issues. CaMPAM has internal communication protocols (network related) ensuring transparency and efficiency.	Cartagena Convention Secretariat and SPAW RAC acting as CaMPAM coordinator are interacting efficiently, thus constant improvement in advocacy, education, and participative outreach activities are achieving desired regional management responses in support of marine conservation initiatives. Languages utilized in communication and outreach materials are clear, and respectful of cultural and gender issues. At least one third of the communication materials are available in the official languages of the SPAW Protocol. CaMPAM internal communication protocols are transparent and efficient.	Cartagena Convention Secretariat and SPAW RAC acting as CaMPAM coordinator are interacting efficiently, thus constant improvement in advocacy, education, and outreach activities participative and achieve desired regional management responses and support marine conservation initiatives. Languages utilized in communication and outreach materials are clear, and respectful of cultural and gender issues. At least two thirds of the communication materials are available in the official languages of the SPAW Protocol. CaMPAM internal communication protocols are transparent and efficient.



<p>2</p>	<p>A selected group of SPAW Parties acting as CaMPAM coordinator developed collaborations to increase the use of existing web pages and social media applications for disseminating of relevant information about CaMPAM reactivation, strategic planning, and action plan. The collaboration with Education, Training and Awareness Communication (<a href="#">CETA</a>) has increased. CaMPAM web page updated, and new social media applications developed. Increased participation of CaMPAM members in advocacy campaigns on marine conservation, pollution, or climate change among other topics. The communication flows are clear, and respectful of cultural and gender issues. CaMPAM has internal communication protocols (network related) ensuring transparency and efficiency.</p>	<p>A selected group of SPAW Parties acting as CaMPAM coordinator are interacting efficiently, thus constant improvement in advocacy, education, and participative outreach activities are achieving desired regional management responses in support of marine conservation initiatives. Languages utilized in communication and outreach materials are clear, and respectful of cultural and gender issues. At least one third of the communication materials are available in the official languages of the SPAW Protocol. CaMPAM internal communication protocols are transparent and efficient.</p>	<p>A selected group of SPAW Parties acting as CaMPAM coordinator are interacting efficiently, thus constant improvement in advocacy, education, and outreach activities participative and achieve desired regional management responses and support marine conservation initiatives. Languages utilized in communication and outreach materials are clear, and respectful of cultural and gender issues. At least two thirds of the communication materials are available in the official languages of the SPAW Protocol. CaMPAM internal communication protocols are transparent and efficient.</p>
	<p>CaMPAM Transitional Coordination Unit developed collaborations to increase the use of existing web pages and social media applications for disseminating of relevant information about CaMPAM reactivation, strategic planning, and action plan. The collaboration with Education, Training and Awareness Communication (<a href="#">CETA</a>) has increased. CaMPAM web page updated, and new social media applications developed. Increased participation of CaMPAM members in advocacy campaigns on marine conservation, pollution, or climate change among other topics. The communication flows are clear, and respectful of cultural and gender issues. CaMPAM has internal communication protocols (network related) ensuring transparency and efficiency.</p>	<p>CaMPAM coordination Unit interact efficiently with partners, thus constant improvement in advocacy, education, and participative outreach activities are achieving desired regional management responses in support of marine conservation initiatives. Languages utilized in communication and outreach materials are clear, and respectful of cultural and gender issues. At least one third of the communication materials are available in the official languages of the SPAW Protocol. CaMPAM internal communication protocols are transparent and efficient.</p>	<p>CaMPAM Coordination Unit interact efficiently with partners, thus constant improvement in advocacy, education, and outreach activities participative and achieve desired regional management responses and support marine conservation initiatives. Languages utilized in communication and outreach materials are clear, and respectful of cultural and gender issues. At least two thirds of the communication materials are available in the official languages of the SPAW Protocol. CaMPAM internal communication protocols are transparent and efficient.</p>