



OUTPUT 3.3
DELIVERABLE 3.3.5

**SYNTHESIS OF THE RESULTS AND
LESSONS LEARNED FROM WP3 OF THE
ENSERES PROJECT:**

OVERVIEW OF THE OUTPUTS, OUTCOMES, LESSONS LEARNED AND BEST PRACTICES RESULTING FROM WORK PACKAGE 3 “TRANSFER, REPLICATION AND UP-SCALING” OF THE PROJECT ON “ENHANCING SOCIO-ECOLOGICAL RESILIENCE IN MEDITERRANEAN COASTAL AREAS” (ENSERES)

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Impressum

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MedCities is an association of cities, based in Barcelona (Spain), dedicated to sustainable urban development in the Mediterranean. It comprises 73 municipalities and unions of municipalities from 17 States and runs projects in the fields of strategic urban planning, urban services, the environment and local economic and social development, as well as training activities, technical support and the capitalization of best practices.

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Abbreviations and acronyms

| | |
|----------------------------|--|
| ACE: | Association for Community and Environment. |
| ACG: | Association for the Continuity of Generations / <i>Association pour la Continuité des Générations.</i> |
| AFDIL: | Association of Women for the Development of the Islands and Coastline / <i>Association des Femmes pour le Développement des Iles et du Littoral.</i> |
| AGIR: | Integrated Resource Management Association / <i>Association de Gestion Intégrée des Ressources.</i> |
| Aka: | Also known as. |
| ANGED : | National Waste Management Agency / <i>Agence Nationale de Gestion des Déchets.</i> |
| APAL: | Agency for Coastal Protection and Management / <i>Agence de Protection et d'Aménagement du Littoral.</i> |
| APET: | Association for Preserving the Environment in Tyre. |
| APIP: | Fishing Ports and Facilities Agency / <i>Agence des Ports et des Installations de Pêche</i> |
| BlueSeeds: | Environmental services agency for financial sustainability of conservation projects. |
| CLST: | Lebanese Committee for the Safeguarding of Tyre / <i>Comité Libanais pour la Sauvegarde de Tyr.</i> |
| Co-Evolve4BG: | Co-evolution of coastal human activities & Mediterranean natural systems for sustainable tourism & Blue Growth in the Mediterranean. |
| COGITO: | Enhance integrated and sustainable management of coastal, insular and marine protected areas in the Mediterranean. |
| COMMON: | COastal Management and MONitoring Network for tackling marine litter in Mediterranean Sea. |
| Conservatoire du Littoral: | Coastal protection agency / <i>Conservatoire de l'espace littoral et des rivages lacustres.</i> |
| CSO: | Civil society organization. |
| CUEIM: | University Consortium for Industrial and Managerial Economics. |
| EbA: | Ecosystem-based adaptation. |
| EBM: | Ecosystem-based management. |
| ENI CBC Med: | European Neighbourhood Instrument Cross-Border Cooperation Mediterranean Sea Basin Programme. |
| ENIS: | National Engineering School of Sfax / <i>École Nationale des Ingénieurs de Sfax.</i> |
| ENSERES: | ENhancing Socio-Ecological RESilience in Mediterranean coastal areas. |
| ETC-UMA: | European Topic Centre on Spatial Analysis and Synthesis - University of Malaga. |
| EU: | European Union. |
| EUR: | Euro. |
| FFEM: | French Facility for Global Environment / <i>Fonds Français pour l'Environnement Mondial.</i> |
| GAE: | <i>Gestion axée sur les écosystèmes.</i> |
| GIZC: | <i>Gestion intégrée des zones côtières.</i> |
| HCMR: | Hellenic Centre for Marine Research. |
| ICZM: | Integrated coastal zone management. |



- INSTM: National Institute of Marine Sciences and Technologies / *Institut National des Sciences et Technologies de la Mer*.
- Interreg MED: European Territorial Cooperation in the Mediterranean (aka: Interreg Euro-MED).
- IUCN: International Union for Conservation of Nature.
- IUU: Illegal, unreported and unregulated (fishing).
- LEK-1: Exploring Local Ecological Knowledge to reconstruct historical changes.
- LEK-2: Exploring Local Ecological Knowledge for periodical monitoring.
- LIFE: Low Impact Fisheries of Europe.
- MBP: Mediterranean Biodiversity Protection.
- MBPC: Mediterranean Biodiversity Protection Community.
- MBPKP: Mediterranean Biodiversity Protection Knowledge Platform.
- MAP: Mediterranean Action Plan.
- Maristanis: Project for defining an integrated management model for the coastal wetlands of the Gulf of Oristano (Italy).
- MAVA: MAVA Foundation for Nature (closed in 2022).
- MCPA: Marine and coastal protected area.
- MED4EBM: Mediterranean Forum for Applied Ecosystem-Based Management.
- MedArtSal: Sustainable management model for Mediterranean Artisanal Salinas.
- MedCities: Network of Mediterranean towns and cities.
- MedPAN: Network of Marine Protected Areas managers in the Mediterranean.
- MEDSEA: Mediterranean Sea and Coast Foundation.
- MedWaves: Sustainable Consumption and Production Regional Activity Centre (aka SCP/RAC).
- MedWet: Mediterranean Wetlands Initiative.
- MEET: Mediterranean Experience of Ecotourism Network.
- MPA: Marine protected area.
- MPA NETWORKS: Strong human MPA networks for effective Marine Protected Areas.
- N: The size of the population (statistics).
- NCE: Nature Conservation Egypt.
- Notre Grand Bleu: Environmental Association “*Notre Grand Bleu*”.
- OFB: French Biodiversity Agency / *Office français de la biodiversité*.
- ORES: Regional Ecological Observatory of Sfax / *Observatoire Régional Écologique de Sfax*.
- PAP/RAC: Priority Actions Programme Regional Activity Centre.
- PDF: Portable document format.
- PIM: Small Mediterranean Islands Initiative / *Initiative pour les Petites Iles de Méditerranée*.
- Plan Bleu RAC: Plan Bleu Regional Activity Centre.
- Plastic Busters CAP: Fostering knowledge transfer to tackle marine litter in the Med by integrating EbA into ICZM.
- SCP/RAC: Sustainable Consumption and Production Regional Activity Centre (aka MedWaves).



| | |
|--------------|---|
| SME: | Small and medium-sized enterprises. |
| SSEEO: | Social and solidarity economy enterprise or organization. |
| SPAMI: | Specially Protected Area of Mediterranean Importance. |
| SPA/RAC: | Specially Protected Areas Regional Activity Centre. |
| SPNL: | Society for the Protection of Nature in Lebanon. |
| Taparura: | Sfax Northern Coast Planning and Development Company / <i>Société d'Études et d'Aménagement des Côtes Nord de la Ville de Sfax.</i> |
| The MedFund: | Environmental trust fund for marine protected areas in the Mediterranean. |
| TCNR: | Tyre Coast Nature Reserve. |
| UNDP: | United Nations Development Programme. |
| UNEP: | United Nations Environment Programme. |
| UVC: | Underwater visual census |
| WCPA: | World Commission on Protected Areas. |
| WP: | Work package. |
| WWF: | World Wide Fund for Nature. |

Project overview

| | |
|------------------------------|---|
| Project title | ENhancing Socio-Ecological RESilience in Mediterranean coastal areas |
| Project acronym | ENSERES |
| Donor | European Union / ENI CBC Med programme |
| Geographical coverage | France, Italy, Lebanon, Spain, Tunisia |
| Partners | <p><i>Lead beneficiary:</i> European Topic Centre on Spatial Analysis and Synthesis - University of Malaga (ETC-UMA), Spain.</p> <p><i>Partner 1:</i> Network of Mediterranean towns and cities (MedCities), Spain.</p> <p><i>Partner 2:</i> Network of Marine Protected Areas managers in the Mediterranean (MedPAN), France.</p> <p><i>Partner 3:</i> Tyre Coast Nature Reserve (TCNR), Lebanon.</p> <p><i>Partner 4:</i> Specially Protected Areas Regional Activity Centre (SPA/RAC of UNEP/MAP), Tunis (Tunisia).</p> <p><i>Partner 5:</i> Municipality of Sfax, Tunisia.</p> <p><i>Partner 6:</i> Mediterranean Sea and Coast Foundation (MEDSEA), Italy.</p> |
| Associated partners | <p><i>Associated partner 1:</i> Parc Natural del Montgrí, les Illes Medes i el Baix Ter, Spain.</p> <p><i>Associated partner 2:</i> Tyre Municipality, Lebanon.</p> <p><i>Associated partner 3:</i> Mediterranean Wetlands Initiative (MedWet), France.</p> <p><i>Associated partner 4:</i> Conservatoire du Littoral, France.</p> <p><i>Associated partner 5:</i> Région Sud-Provence Alpes-Côte d'Azur, France.</p> <p><i>Associated partner 6:</i> Parc National des Calanques, France.</p> <p><i>Associated partner 7:</i> Mediterranean Experience of Ecotourism Network (MEET), Spain.</p> <p><i>Associated partner 8:</i> Responsible Mobilities, Lebanon.</p> <p><i>Associated partner 9:</i> Priority Actions Programme Regional Activity Centre (PAC/RAC of UNEP/MAP), Split (Croatia).</p> <p><i>Associated partner 10:</i> Society for the Protection of Nature in Lebanon (SPNL), Lebanon.</p> <p><i>Associated partner 11:</i> Office français de la biodiversité (OFB), France.</p> <p><i>Associated partner 12:</i> Sustainable Consumption and Production Regional Activity Centre (MedWaves of UNEP/MAP, aka SCP/RAC), Barcelona (Spain).</p> <p><i>Associated partner 13:</i> Agence de Protection et d'Aménagement du Littoral (APAL), Tunisia.</p> <p><i>Associated partner 14:</i> Nature Conservation Egypt (NCE), Egypt.</p> <p><i>Associated partner 15:</i> Société d'Études et d'Aménagement des Côtes Nord de la Ville de Sfax (Taparura), Tunisia.</p> <p><i>Associated partner 16:</i> National Engineering School of Sfax (ENIS) - University of Sfax, Tunisia.</p> <p><i>Associated partner 17:</i> Municipality of Thyna, Tunisia.</p> <p><i>Associated partner 18:</i> Municipality of Kerkennah, Tunisia.</p> <p><i>Associated partner 19:</i> Municipality of El Graiba, Tunisia.</p> <p><i>Associated partner 20:</i> Plan Bleu Regional Activity Centre (Plan Bleu RAC of UNEP/MAP), Marseille (France).</p> <p><i>Associated partner 21:</i> Parc Marin de la Côte Bleue, France.</p> <p><i>Associated partner 22:</i> BlueSeeds, France.</p> <p><i>Associated partner 23:</i> International Union for Conservation of Nature (IUCN) - World Commission on Protected Areas (WCPA).</p> <p><i>Associated partner 24:</i> The MedFund, Monaco.</p> |
| Project duration | 1 October 2021 - 30 November 2023 (26 months) |



Executive summary

The ENSERES project's third work package centres on transferring and replicating previous project and initiative outcomes locally (Sfax/Gulf of Gabes, Tunisia, and Tyre, Lebanon) and upscaling them regionally. This report aims to document best practices and lessons learned from the implemented activities in the pilot territories, providing recommendations for further implementation and replication in other territories.

The transferring and up-scaling activities covered by the present report include compiling transferable tools into a multilingual toolkit, conducting training sessions on selected tools, implementing mentoring programmes in the pilot sites using appropriate tools, executing pilot actions by providing sub-grants to civil society organizations and social and solidarity economy organizations, and improving marine protected areas management through the implementation of the twinning programme among the Specially Protected Areas of Mediterranean Importance (Kneiss Islands Nature Reserve, Tunisia, and Tyre Coast Nature Reserve, Lebanon).

To assess transfer success factors, the study utilized a methodology that includes collecting data from project documents and stakeholder videoconference or phone interviews. This comprehensive approach ensured that the outcomes of Work Package 3 activities at the pilot sites were thoroughly evaluated. A total of 27 interviews were conducted over a period of 14 hours between September and October 2023 with 33 stakeholders, comprising 19 women and 14 men.

Project key successes include:

- Uniting and connecting different stakeholders.
- Advocating for sustainable planning and management ideas at local level.
- Highlighting the crucial role of local communities in local governance and development.
- Emphasizing the role of NGOs and CSOs as a driving force for local governance from the bottom up.
- Establishing collaborations among various projects and initiatives.

Concerning best practices, the small-grant mechanism emerged as the most impactful, visible, and influential practice of the project. Additionally, the project showcased commendable practices, including exchange visits, compilation of available tools from various sources into thematic online platforms, capacity building programmes that align with the genuine stakeholder requirements, and peer-to-peer exchange of experience alongside a twinning programme. These practices should be promoted, pursued, and replicated.



The main recommendations for future implementation and replication in other territories entail:

- Embedding the project design and approach within the local context and reality.
- Enhancing local project coordination and management.
- Promoting greater collaboration among project partners.
- Ensuring greater coherence and integration between the capacity building activities.
- Fostering tangible benefits and concrete actions from the project.
- Enhancing the social and economic dimensions of the project.
- Improving local project communications.
- Increasing public awareness.
- Promoting human and cultural exchange.
- Sustaining the project's outcomes through the execution of follow-up projects and activities.

The primary work package on transfer, replication, and upscaling of the ENSERES project yielded considerable benefits, though there may be some room for improvement. Notably, 88 % of project stakeholders that have been interviewed reported a positive overall experience and satisfaction.

It is essential to remember that even small strides can ultimately lead to significant transformations. Therefore, it is crucial to integrate these actions within a broader perspective and ensure they are firmly rooted in the particular legal, institutional, cultural, and socio-economic settings.



Synthesis of the results and lessons learned from WP3 of the ENSERES project: Overview of the outputs, outcomes, lessons learned and best practices resulting from Work Package 3 “Transfer, replication and up-scaling” of the project on “ENhancing Socio-Ecological RESilience in Mediterranean coastal areas” (ENSERES)

1. Introduction

1.1. The ENSERES project

1. The “ENhancing Socio-Ecological RESilience in Mediterranean coastal areas” (ENSERES¹) project is a capitalization project funded by the ENI CBC Med programme of the European Union (EU).
2. It aims at **capitalizing** on available ecosystem-based management (EBM) tools in integrated coastal zone management (ICZM) processes for preserving coastal and marine ecosystems, as sustainable livelihoods for coastal urban communities in the Mediterranean basin; **transferring** these tools through capacity building; and **mainstreaming** their use through networking activities of the partners.
3. The project seeks transformative changes with an integrated solution approach at transboundary level, both in and outside areas under legal protection (in particular marine protected areas - MPAs-), and involving public authorities, socio-economic actors and civil society organizations engaged in natural and urban areas, focusing on the pilot areas of the Gulf of Gabes (Tunisia) and Tyre (Lebanon) (**Figure 1**).
4. The ENSERES project focuses on identifying successful and effective practices developed from past and ongoing initiatives such as the MedFund, the Interreg MED Mediterranean Biodiversity Protection Community (MBPC), the ENI CBC Med MED4EBM and Co-Evolve4BG projects, SPA/RAC initiatives like the SPAMI Twinning Programme, MedPAN projects like COGITO and others like Maristanis.

¹ In Spanish, the term “enseres” refers to the objects and goods of the household.

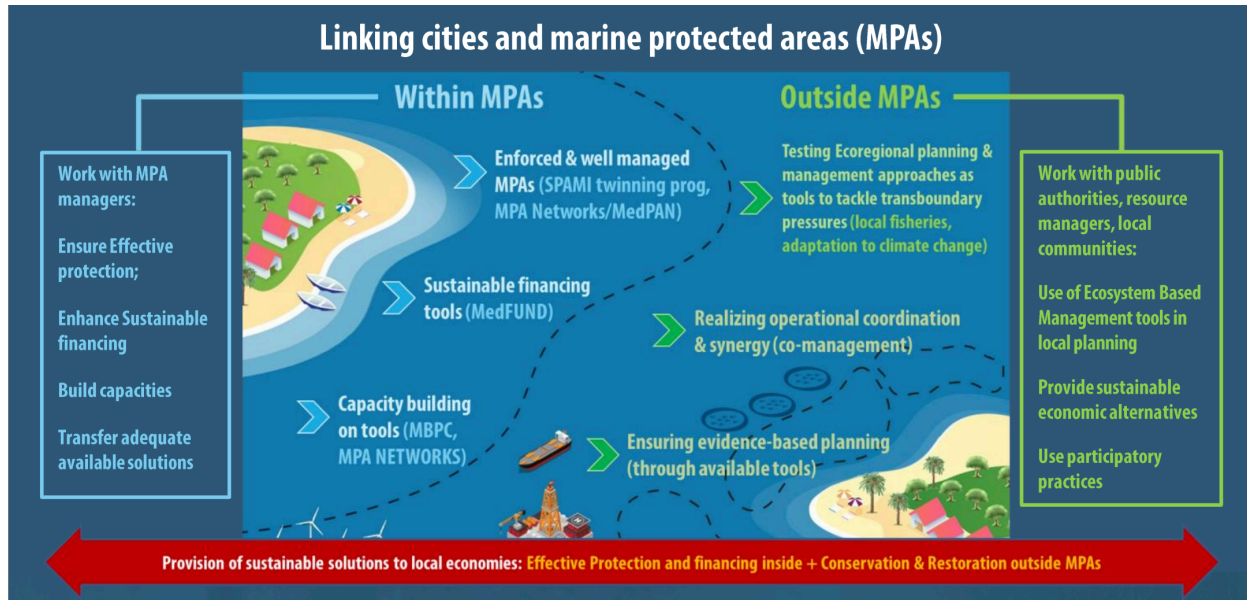


Figure 1: Schematic presentation of the ENSERES project concept linking cities and marine protected areas

1.2. Work Package 3 “Transfer, replication and up-scaling”

5. MedCities leads the ENSERES project’s Work Package 3 (WP3: Transfer, replication and up-scaling) focusing on **transfer actions** at local level and **up-scaling processes** at regional level.
6. The Municipality of Sfax (Tunisia) and the Tyre Coast Nature Reserve (TCNR, Lebanon) are receivers and local multipliers of the transfer activities, while ETC-UMA, MedCities, MedPAN, MEDSEA and SPA/RAC are involved with the transfer, up-scaling and networking activities. The activities are implemented in synergy with established and proven training and exchange programmes of the partners.
7. The activities of WP3 focus on increasing the capacity of local and national stakeholders and supporting pilot intervention in the Gulf of Gabes (Tunisia) and Tyre (Lebanon) regions as examples of transformative actions. They are delivered through transfer and re-use of robust ICZM and EBM tools and best practices -including from MPAs- in the project territories, capitalizing on well-developed results of past and ongoing initiatives listed in **Table 1**.

Table 1: Initiatives and projects capitalized in the framework of the ENSERES project and its WP3.

| # | Initiative / Project | Lead organization and donor(s) (as relevant) | Website(s) | ENSERES project liaison partner(s) |
|---|--|--|--|---|
| 1 | BlueSeeds An environmental services agency for financial sustainability of conservation projects | <ul style="list-style-type: none"> • BlueSeeds • BlueSeeds is acting as the secretariat of the TOGETHER FOR THE MED partnership (46 organizations financially supported by the MAVA Foundation up to October 2022) | <ul style="list-style-type: none"> • www.bluseeds.org/en/ • www.togetherforthemediterranean.org/ | MedPAN and SPA/RAC <i>(TOGETHER FOR THE MED partners)</i> |
| 2 | Build back a blue and stronger Mediterranean (project) | <ul style="list-style-type: none"> • The MedFund and MedPAN (partners) • GEF (donor) | <ul style="list-style-type: none"> • www.medpan.org/en/projects/build-back-blue-and-stronger-mediterranean-gef-project • www.themedfund.org/en/news/new-initiative-to-strengthen-marine-protected-areas-in-the-mediterranean/ | MedPAN <i>(Build back a blue and stronger Mediterranean project partner)</i> |
| 3 | Co-Evolve4BG Co-evolution of coastal human activities & Mediterranean natural systems for sustainable tourism & Blue Growth in the Mediterranean (project) | <ul style="list-style-type: none"> • National Institute of Marine Sciences and Technologies (INSTM), Tunisia (lead beneficiary) • EU - ENI CBC Med (donor) | www.enicbcmmed.eu/projects/co-evolve4bg | SPA/RAC <i>(The Co-Evolve4BG lead beneficiary, i.e. INSTM, is based in Tunisia)</i> |
| 4 | Co-managed No-Take Zones/MPAs Empowering the legacy: scaling up co-managed and financially sustainable No-Take Zones / Marine Protected Areas (project) | <ul style="list-style-type: none"> • WWF (lead partner), AGIR, HCMR, LIFE, MedPAN, Notre Grand Bleu, SPA/RAC, BlueSeeds (partners) • MAVA (donor) | <ul style="list-style-type: none"> • www.togetherforthemediterranean.org/our-actions/co-managed-mpa-no-take-zones-15.html • www.medpan.org/en/projects/co-managed-no-take-zonesmpas-project • www.rac-spa.org/node/2023 | MedPAN and SPA/RAC <i>(Co-managed No-Take Zones/MPAs project partners)</i> |

| # | Initiative / Project | Lead organization and donor(s) (as relevant) | Website(s) | ENSERES project liaison partner(s) |
|----|--|--|--|--|
| 5 | COGITO Enhance integrated and sustainable management of coastal, insular and marine protected areas in the Mediterranean (project) | <ul style="list-style-type: none"> • MedPAN, Conservatoire du Littoral, PIM Initiative, WWF Mediterranean (partners) • FFEM (donor) | www.medpan.org/en/projects/projet-cogito | MedPAN (<i>COGITO project partner</i>) |
| 6 | COMMON COastal Management and MOnitoring Network for tackling marine litter in Mediterranean Sea (project) | <ul style="list-style-type: none"> • Legambiente Onlus (lead beneficiary) • EU - ENI CBC Med (donor) | www.enicbcmed.eu/projects/common | TCNR (<i>COMMON project partner</i>) |
| 7 | Maristanis Project for defining an integrated management model for the coastal wetlands of the Gulf of Oristano, Italy (project) | <ul style="list-style-type: none"> • MEDSEA (project coordinator) • MAVA (donor) | www.maristanis.org/index.php/en/ | MEDSEA (<i>Maristanis project coordinator</i>) |
| 8 | MBPC Mediterranean Biodiversity Protection Community (project) | <ul style="list-style-type: none"> • ETC-UMA (lead partner) • EU - Interreg MED (donor) | biodiversity-protection.interreg-med.eu/ | ETC-UMA (<i>MBPC project lead partner</i>) and MedCities (<i>MBPC project partner</i>) |
| 9 | MED4EBM Mediterranean Forum for Applied Ecosystem-Based Management (project) | <ul style="list-style-type: none"> • United Nations Development Programme (UNDP), Jordan Country Office (lead beneficiary) • EU - ENI CBC Med (donor) | www.enicbcmed.eu/projects/med4ebm | TCNR (<i>MED4EBM project partner</i>) |
| 10 | MedArtSal Sustainable management model for Mediterranean Artisanal Salinas (project) | <ul style="list-style-type: none"> • University Consortium for Industrial and Managerial Economics (CUEIM) (lead beneficiary) • EU - ENI CBC Med (donor) | <ul style="list-style-type: none"> • www.enicbcmed.eu/projects/medartsal • medartsal.com | MEDSEA (<i>MedArtSal project partner</i>) |
| 11 | MPA NETWORKS Strong human MPA networks for effective Marine Protected Areas (project) | <ul style="list-style-type: none"> • MedPAN (lead partner) • EU - Interreg MED (donor) | mpa-networks.interreg-med.eu/ | MedPAN (<i>MPA NETWORKS project lead partner</i>) |

| # | Initiative / Project | Lead organization and donor(s) (as relevant) | Website(s) | ENSERES project liaison partner(s) |
|----|---|---|--|---|
| 12 | SPAMI Twinning Programme Developing and strengthening an effective management of Specially Protected Areas of Mediterranean Importance (long-term initiative) | <ul style="list-style-type: none"> • SPA/RAC • Italian Ministry of Environment / EU - ENI CBD Med (ENSERES) | <ul style="list-style-type: none"> • www.rac-spa.org/spami_project • spami.medchm.net/en/about-the-programs | SPA/RAC (<i>Initiator and leader of the SPAMI Twinning Programme</i>) |
| 13 | The MedFund Environmental trust fund for marine protected areas in the Mediterranean (trust fund) | The MedFund Secretariat | www.themedfund.org/en | SPA/RAC and MedPAN (<i>members of the MedFund board of directors</i>) |

8. WP3 aims to deliver four main outputs, which will be achieved through a number of targeted activities. These outputs and related activities are summarized in **Table 2**.

Table 2: WP3 “Transfer, replication and up-scaling” outputs, activities and implementing partners.

| Outputs | Activities | Lead, contributing and beneficiary organizations |
|---|--|---|
| Output 3.1: Transfer and up-scaling strategy (and action plan) | Activity 3.1.1: Draft and review of transfer and up-scaling strategy | <i>Lead:</i> MedCities <i>Contributing:</i> ENSERES partnership |
| Output 3.2: ENSERES Toolkit | Activity 3.2.1: Structured review and benchmarking of available tools | <i>Lead:</i> MedCities <i>Contributing:</i> ETC-UMA, MedPAN, SPA/RAC, Municipality of Sfax, MEDSEA |
| | Activity 3.2.2: Draft of multi-lingual ICZM, EBM and sustainable financing tools catalogue | |
| | Activity 3.2.3: Development and adaptation of transfer and training material | |
| Output 3.3: Transfer initiatives | Activity 3.3.1: Capacity building seminars on the ENSERES toolkit for Sfax and Tyre territories | <i>Lead:</i> MedCities, ETC-UMA <i>Beneficiary:</i> TCNR, Municipality of Sfax (Associated partners, stakeholders) |
| | Activity 3.3.2: Exchange visits to selected pilot initiatives | <i>Lead:</i> MEDSEA (Maristanis) <i>Beneficiary:</i> TCNR, City of Tyre, Municipality of Sfax, Associated partners from Sfax |
| | Activity 3.3.3: Assisted implementation of selected tools and approaches (Mentoring) | <i>Lead:</i> MedCities <i>Beneficiary:</i> TCNR, Municipality of Sfax, APIP (fishing port of Sfax) |



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| | <p>Activity 3.3.4: Support to civil society involvement in EBM and sustainable financing (Subgrants)</p> | <p><i>Lead:</i> SPA/RAC, MedCities <i>Contributing:</i> ETC-UMA, TCNR, Municipality of Sfax <i>Beneficiary:</i> CSOs and SSEEOS from Tyre (TCNR, Tyr) (4) and from Sfax (Sfax, Kerkennah, Thyna, Kneiss) (5)</p> |
| | <p>Activity 3.3.5: Synthesis of results</p> | <p><i>Lead:</i> MedCities <i>Beneficiary:</i> ENSERES partnership and stakeholders, others</p> |
| <p>Output 3.4: Up-scaling process</p> | <p>Activity 3.4.1: Networking and regional training and workshops</p> | <p><i>Lead:</i> MedPAN <i>Beneficiary:</i> MedPAN network members and partners</p> |
| | <p>Activity 3.4.2: Twinning Programme development and implementation (incl. exchange visits of related city managers)</p> | <p><i>Lead:</i> SPA/RAC <i>Contributing:</i> La Côte Bleue Marine Park / SPAMI (France), Montgrí, Medes Islands and Baix Ter Natural Park / SPAMI (Spain) (Associated partners) <i>Beneficiary:</i> Tyre Coast Nature Reserve / SPAMI (Lebanon), Kneiss Islands Nature Reserve / SPAMI (Tunisia)</p> |

2. Scope of the study

9. The objective of the present synthesis report is to gather and document the best practices and lessons learned from the transferring and up-scaling activities implemented in the pilot territories and appearing in **Table 3**. It encompasses a summary of the transfer initiatives, as well as recommendations for further implementation and replication in other territories.

Table 3: Transferring and up-scaling activities covered by the present study.

| Transferring and up-scaling activities covered by the present synthesis report | Corresponding project activities |
|--|---|
| (A) Inventory of selected transferable EBM, MPA and ICZM tools, gathered in the multilingual ENSERES toolkit | <ul style="list-style-type: none"> • Activity 3.2.1: Structured review and benchmarking of available tools • Activity 3.2.2: Draft of multi-lingual ICZM, EBM and sustainable financing tools catalogue • Activity 3.2.3: Development and adaptation of transfer and training material |
| (B) In situ and online training and capacity building sessions, to go deeper into a selected number of tools of the ENSERES toolkit | Activity 3.3.1: Capacity building seminars on the ENSERES toolkit for Sfax and Tyre territories |
| (C) Exchange visits of Sfax and Tyre stakeholders to other Mediterranean territories including MPA/SPAMI sites where some of the selected tools have been already implemented and are currently in use | Activity 3.3.2: Exchange visits to selected pilot initiatives |
| (D) Implementation of a mentoring programme to bring technical assistance to Sfax and Tyre interested stakeholders to develop one or some of the tools included in the ENSERES toolkit | Activity 3.3.3: Assisted implementation of selected tools and approaches (Mentoring) |
| (E) Implementation of pilot actions, through an open sub grant call, by the Sfax and Tyre CSOs and SSEEOs | Activity 3.3.4: Support to civil society involvement in EBM and sustainable financing (Subgrants) |
| (F) Implementation of the twinning programmes among SPAMIs, including exchange visits of related SPAMI / city managers, specially focused on SPAMI management effectiveness | Activity 3.4.2: Twinning Programme development and implementation (incl. exchange visits of related city managers) |

10. This study is coordinated by MedCities and elaborated under project activity 3.3.5 (Synthesis of results).
11. The document resulting from this process will encompass a summary of the transfer initiatives, as well as recommendations for further implementation and replication in other territories. The results found out of this process will be linked to the up-scaling and networking activities as well as feeding the dissemination events.
12. This report is intended for (i) the ENSERES project partners and other involved actors, as an evaluation and systematization of the project results so that they could be up-taken in further



initiatives; (ii) other Mediterranean local actors to engage them in the results of the transfer initiatives promoted by the project; and (iii) regional stakeholders that could be interested in encouraging EBM tools in their territories.

3. Methodology

13. To conduct the current study and specifically evaluate the critical factors that determine the success or failure of transferring the tools and methods from the ENSERES project WP3, we utilized a three-step approach.

(1) Data collection

14. First, we gathered data on project outcomes from various sources:

- a) The project documents, plans and strategies, as well as the available outputs and reports of WP3 activities were reviewed;
- b) Interviews with relevant project partners, beneficiaries, and other stakeholders were conducted; and
- c) Any quantitative data, such as information on project impacts and induced environmental changes, were analyzed where available.

15. A roster of project stakeholders (comprising project partners, beneficiaries and other pertinent actors) was collated based on accessible documentation (lists of attendees in meetings, training sessions and exchange visits) and further scrutinized and updated by the project partners to encompass 104 entries. The entire list was sent an email invitation to schedule and partake in a brief interview.

16. Video conference or telephone interviews were then carried out with the 33 stakeholder representatives who responded favorably to the interview invitation. The interviews were conducted in a semi-structured manner to facilitate thorough discussions and analyses of the main themes and issues. Only for the purpose of note-taking and data analysis, were the interviews recorded and the video recordings were deleted after being analyzed. The data collected was kept on individual interview sheets for record-keeping purposes.

17. Participants were offered the chance to take part in the study anonymously. If they opted for anonymity, their name was not collected, and their responses were treated with utmost confidentiality. This strategy has the potential to mitigate participants' social desirability bias and enhance the sincerity and detail of their answers.

18. The interviews were held in English, French, or Arabic, according to the linguistic preference of the participants. **Appendix 1** of this report contains the list of questions (in English and French) used during the interviews.

(2) Data analysis

19. We analyzed the collected data to pinpoint the project's accomplishments, strengths, and obstacles. The interview information underwent anonymous analysis and was objectively assessed.

(3) Report writing

20. The synthesis report is based on the findings of the analysis. It is composed in a lucid, succinct, and easily comprehensible manner for diverse target audiences.

4. Overview of interviewed population characteristics

21. A total of 27 individual or group interviews were conducted with **33 participants** between 13 September and 7 October 2023. Group interviews were conducted when participants from the same organization requested to be interviewed together. Only one interviewee requested anonymity.

22. A total of 14 hours (840 minutes) of interview were realized. The average interview lasts around 31 minutes.

23. There were slightly more women than men among the participants: 19 women (58 %) against 14 men (42 %) (**Figure 2**).

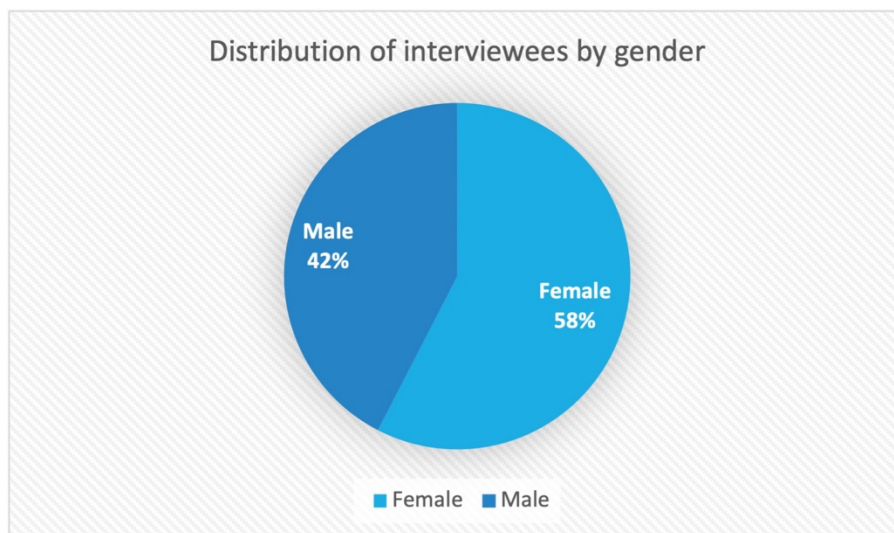


Figure 2: Distribution of interviewed population by gender (N = 33).



24. 91 % of respondents were aged between 25 and 54, with a preponderance in the 35-44 and 45-54 age groups (**Figure 3**).

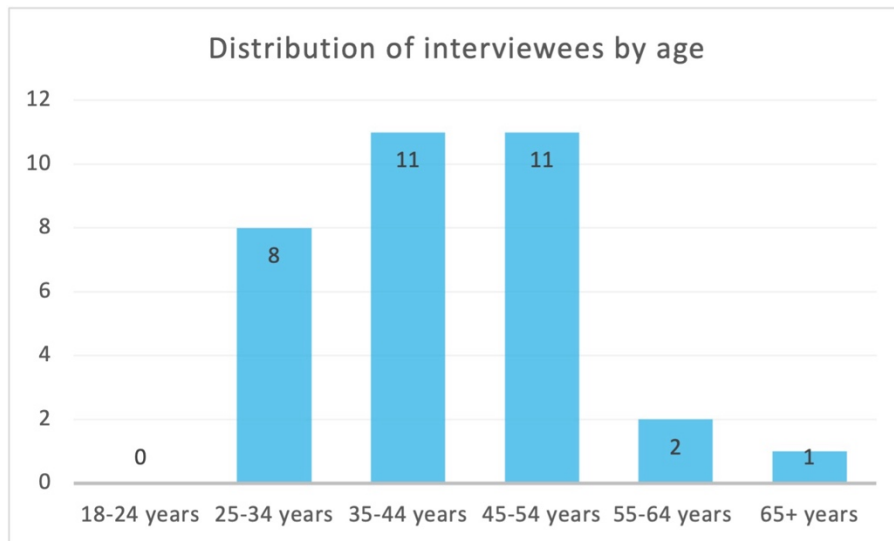


Figure 3: Distribution of interviewed population by age (N = 33).

25. Most of the interviewees were from regional organizations (11 participants) and local NGOs (11 participants), followed by national organizations (6 participants) (**Figure 4**).

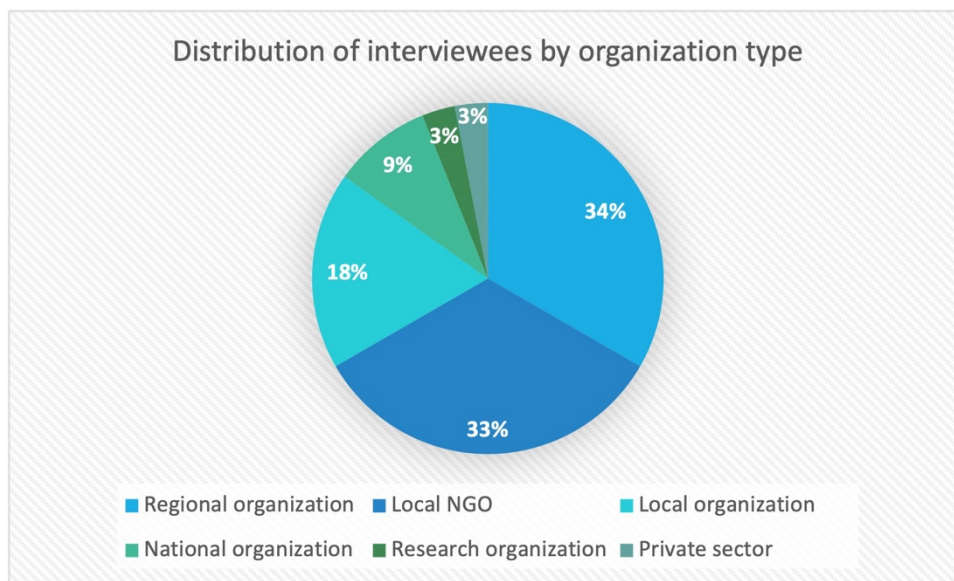


Figure 4: Distribution of interviewed population by organization type (N = 33).


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26. 40 % of the interviewees were from the ENSERES project Partners (Lead and Partner organizations; 13 participants) followed by the local sub-grantees from Lebanon and Tunisia (30 %; 11 participants) (**Figure 5**).

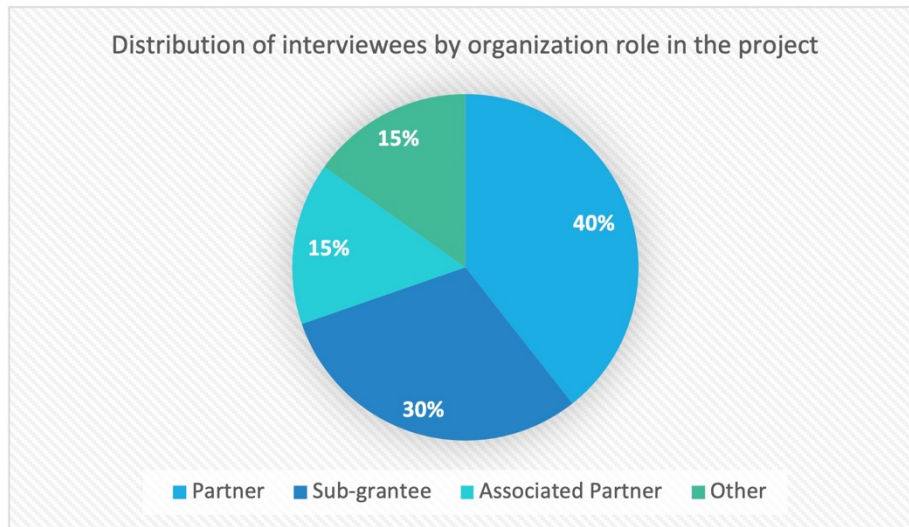


Figure 5: Distribution of interviewed population by organization role in the project (N = 33).

27. Around half (49 %) of the respondents were from Tunisia (16 participants), whereas 21 % (7 participants) were from Lebanon (**Figure 6**).

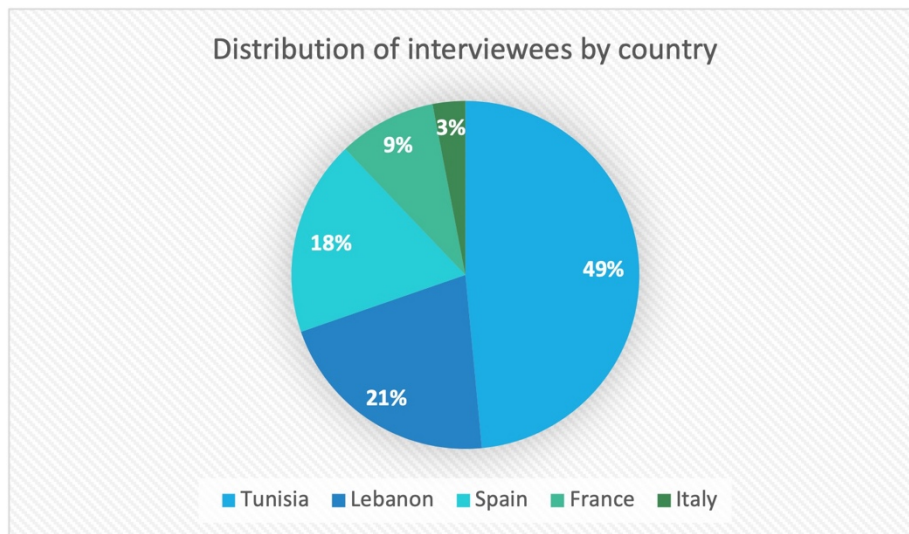


Figure 6: Distribution of interviewed population by country (N = 33).

5. Results, lessons learned and recommendations by output

28. The aim of Work Package 3 (WP3) is to transfer, replicate and scale up. To achieve this, a number of activities were carried out during the period October 2021 to November 2023. These include the compilation of the ENSERES toolkit, the organization of training and capacity building events, the facilitation of exchanges between stakeholders, the implementation of pilot actions and mentoring programmes, and the development of twinning programmes.
29. This section summarizes the findings, lessons learned and recommendations for each of the outputs of WP3 of the ENSERES project, based on the data collected.

5.1. Output 3.1: Transfer and up-scaling strategy

Activity 3.1.1: Draft and review of transfer and up-scaling strategy

30. A Transfer and upscaling strategy and action plan were developed, outlining objectives, methodology, and outputs, as well as detailing activities and a comprehensive operational plan. The strategy was prepared by MedCities with input from other ENSERES partners (ETC-UMA, MedPAN and SPA/RAC) and validated during a partner validation meeting on 12 May 2022.
31. The strategy focuses on transferring and reusing robust ICZM and EBM tools and best practices, capitalizing on the results of past and ongoing initiatives. It aims to increase the capacity of local and national stakeholders and support intervention models in pilot sites as examples of transformative actions.
32. While the strategy sets out the organization and coordination of transfer initiatives and upscaling events across partners and territories, the action plan allowed for the adjustment of activities compared to those in the project document and the clarification of responsibilities among partners.

5.2. Output 3.2: ENSERES Toolkit

33. The development of the ENSERES toolkit aims at systematizing information from transferable tools used at different sites and developed in previous and ongoing projects and initiatives in different funding programmes.
34. The toolkit focuses on EBM, ICZM, co-management and restoration tools applicable within marine protected areas and coastal territories.

(A) Inventory of selected transferable EBM, MPA and ICZM tools, gathered in the multilingual ENSERES toolkit

a) Implemented activities

Activity 3.2.1: Structured review and benchmarking of available tools

35. An inventory of relevant available tools was carried out and around 30 tools were identified, 14 of which were selected for inclusion in the ENSERES toolkit.

Activity 3.2.2: Draft of multi-lingual ICZM, EBM and sustainable financing tools catalogue

36. The toolkit consists of a multilingual (Arabic, English, French and Spanish) catalogue of tools and is available online through the Mediterranean Biodiversity Protection Knowledge Platform (MBPKP) searchable tools database and as a downloadable and printable PDF document.

37. The ENSERES toolkit and its catalogue extended a previous tool catalogue (the Mediterranean Biodiversity Protection -MBP- Tools Catalogue²) developed in the framework of EU co-funded projects, namely Interreg MED PANACeA (2016-2019) and Interreg MED Mediterranean Biodiversity Protection Community -MBPC- (2019-2022), involving a wide range of partners. The MBP Tools Catalogue includes presently 46 entries: 16 from the PANACeA project, 16 from the MBPC project and 14 from the ENSERES capitalized initiatives.

38. The tools included in this catalogue are divided into several types: monitoring tools, management tools, geospatial tools, financial tools, and capacity building tools. The financial and capacity building tools are new categories created in the framework of the ENSERES project.

39. The 14 tools capitalized in the framework of the ENSERES project include 11 management tools, 1 monitoring tool, 1 geospatial tool, and 1 financial tool. They are summarized in **Table 4**.

40. Each tool factsheet answers the following questions:

- What problems would this tool solve?
- What is needed for its implementation?
- How to use it?
- What challenges may arise?
- What are the expected results?

² <https://biodiversity.uma.es/mbpctoolscatalogue/>

Table 4: Tools included in the ENSERES toolkit and catalogue.

| Title of the tool | Category of the tool | Tool developer and/or contact organization |
|--|----------------------|--|
| ICZM Decision Support System | Management tool | MED4EBM project INSTM, Tunisia |
| A Guide to Surveillance and Enforcement of Regulations in Mediterranean MPAs | Management tool | MedPAN |
| Fishermen Engagement in Mediterranean MPAs | Management tool | MedPAN |
| Monitoring and Management of Marine Turtles in MPAs | Management tool | MedPAN |
| Recreational Fishing within Marine Protected Areas in the Mediterranean | Management tool | “MedPAN North” project WWF France, MedPAN |
| Underwater Trails Handbook | Management tool | “MedPAN North” project WWF France, MedPAN |
| Snorkel Surveys of the Marine Environment - Methodology Guide | Monitoring tool | MedPAN |
| Sustainable Financing of Marine Protected Areas in the Mediterranean: A Guide for MPA Managers | Financial tool | BlueSeeds MedPAN |
| Maristanis Local Wetland Observatory | Geospatial tool | Maristanis project MEDSEA |
| Maristanis Wetland Contract | Management tool | Maristanis project MEDSEA |
| Handbook for Coastal Wetlands Governance | Management tool | PAP/RAC |
| ISEA Scheme to standardize MPA management | Management tool | SPAMI Twinning Programme SPA/RAC |
| SPAMI Twinning Programme | Management tool | SPA/RAC |
| Stakeholder Participation Toolkit for the Identification, Designation and Management of MPAs | Management tool | MedMPAnet project SPA/RAC |

Activity 3.2.3: Development and adaptation of transfer and training material

41. In order to produce the catalogue factsheets, available training material for the selected tools was collected from the tool developers. Each tool factsheet indicates whether the tool requires specific training. Where training material is available, it is provided in the appropriate format and language, along with other useful links. This training material was used as appropriate in transfer initiatives and in the up-scaling process.
42. In addition, presentation workshops of the ENSERES toolkit and its individual tool descriptions were organized in Tyre (21 July 2022) and Sfax (16 September 2022). These workshops allowed local stakeholders to understand the needs and challenges in and around their areas, to match these needs with the toolkit and to select the most appropriate tools to be included in the ENSERES capacity building activities.

b) Achieved outputs (deliverables)

43. These activities have made it possible to diversify and expand the quadrilingual (Arabic, English, French and Spanish) Mediterranean Biodiversity Protection Tools Catalogue available online on the Mediterranean Biodiversity Protection Knowledge Platform (MBPKP). The catalogue now contains 46 tools, including 14 identified, analysed and described by the ENSERES project (Figure 7).
44. The subsequent presentation workshops allowed local stakeholders to reflect on their needs and select the appropriate knowledge and tools to be used in targeted capacity building activities in their areas.

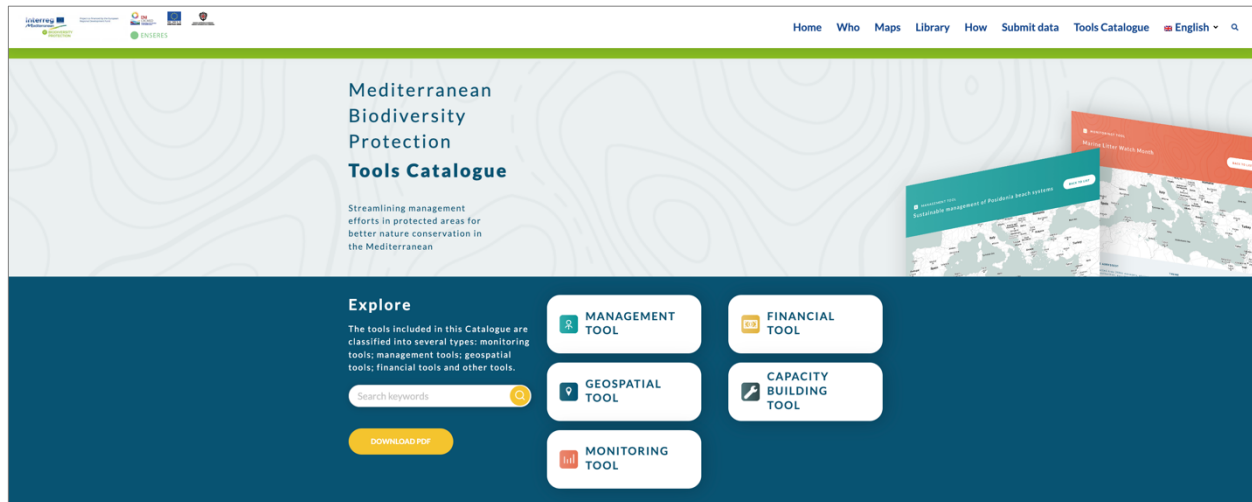


Figure 7: User interface of the online Mediterranean Biodiversity Protection Tools Catalogue.

c) Outcomes (impacts)

45. The toolkit seems to be an important instrument. Its strength lies in the fact that it builds on existing tools in order to facilitate access to them and to facilitate their transferability by analyzing them from this perspective. The tool catalogue is housed in the Mediterranean Biodiversity Protection Knowledge platform³ managed by ETC-UMA, which means that its maintenance and survival does not depend on the end of the project and ad hoc funding.
46. Selected tools, mostly those related to governance, were incorporated in the MedCities' MedUrbanTools collaborative platform⁴.
47. The toolkit presentation workshops were delivered to 35 local participants in Sfax and 20 in Tyre.

³ <https://biodiversity.uma.es/>

⁴ <https://medurbantools.com/>



d) Lessons learned

48. Strengths:

- The approach used to develop the toolkit was scientifically and practically valid.
- The toolkit factsheets were designed in the best possible way to have an impact. They include keywords, themes, target users, pilot sites where the tools have been implemented, the requirements for their implementation (in terms of human, financial and technical resources needed), training modules where available, useful links, involved partners, contact details, etc.
- Stakeholders in the pilot sites were able to find tools that were relevant to their local issues.
- The user-friendliness of the Mediterranean Biodiversity Protection Knowledge Platform (MBPKP) has been improved.
- It was very appropriate to make the toolkit available in Arabic, as Arabic is an official language in eight southern and eastern Mediterranean countries.

49. Weaknesses:

- The toolkit is a vital resource that has not received the recognition it merits in the project.
- The application of the tools can be challenging due to disparities in institutional, legal, social, economic and cultural contexts, which differ from those where the tools originated, mostly in Europe.
- The toolkit is rather technical and may not be accessible to all the local stakeholders targeted by the project.
- Communication with all tool owners during the development of the factsheets proved to be challenging at times.

e) Best practices

50. Capitalizing the available tools from various sources into thematic online platforms like the Mediterranean Biodiversity Protection Knowledge Platform (MBPKP) and the MedUrbanTools platform could be considered as a best practice to be encouraged and replicated.

f) Recommendations

51. The main recommendations that emerged were:

- Expanding the toolkit by incorporating beneficial tools from various nations worldwide, particularly those within comparable subregions (in terms of social and economic contexts), would be advantageous.



- Reproduce the toolkit's contents as a coherent and easy-to-read chart or diagram, to help users quickly identify relevant tools. Promote these material posters in local authorities and institutions.
- Enhance the accessibility and distribution of the toolkit by promoting it extensively at the local level, including in public institutions and administrations, universities, research institutes, scientific NGOs, and relevant private enterprises.
- Extend the utilization of the toolkit to further countries, regions, and local community/sites.
- Proceed with the mentoring programmes and make comprehensive use of the toolkit in these programmes.
- Engage with key partners and involve economic stakeholders who may exert pressure on the environment.
- Document the experiences and lessons learned from the mentoring projects that utilized the toolkit. Adapt and customize the tools to specific implementation contexts and incorporate these insights into future versions of the catalogue.
- Link the tool catalogue to other relevant resource and capacity building platforms, e.g., the SPA/RAC's SPAMI Collaborative Platform resource centre, and the MedPAN tools catalogue, among others.

5.3. Output 3.3: Transfer initiatives

52. The transfer initiatives took place in the territories of Sfax (Tunisia) and Tyre (Lebanon), through local capacity building seminars on the ENSERES toolkit, technical exchange visits, and mentoring programmes. These activities made it possible to promote the integration of ICZM, EBM and MPA tools at local level, and the transfer of knowledge generated by regional initiatives and projects, thus increasing their impact and geographical coverage. Demonstration actions in the territories were set up through sub-grants to showcase the tools in support of sustainable development.

(B) In situ and online training and capacity building sessions, to go deeper into a selected number of tools of the ENSERES toolkit

a) Implemented activity

Activity 3.3.1: Capacity building seminars on the ENSERES toolkit for Sfax and Tyre territories

53. The presentation workshops of the ENSERES toolkit in Tyre and Sfax allowed each territory local stakeholders to select the most appropriate tools to be included in the capacity building activities.



Capacity building activities in Sfax (Tunisia):

54. For Sfax, the three following tools were selected:

- Marine Litter Prevention and Abatement Measures (Management tool);
- Maristanis Wetland Contract (Management tool); and
- Governance Toolkit for managing Small-Scale Fisheries in Marine Protected Areas (Management tool).

55. In this context, a hybrid training workshop on “Participatory Governance: Wetland Contracts and Small-Scale Fisheries” was held in Sfax on 10 March 2023. Lectures were given by selected national and international experts. The workshop was attended by 17 participants from local authorities and administrations, research organizations, NGOs and fishers’ associations.

56. It was agreed that the marine litter prevention and reduction tool would be used in the Sfax fishing port as part of the mentoring process.

57. A half-day training session dedicated to the application of waste monitoring practices, data processing and discussion of results was held on 17 October 2023 at the port of Sfax, in the framework of the ENSERES National Capitalisation Event (Sfax, Tunisia, 16-17 October 2023). 24 participants attended this training session.

Capacity building activities in Tyre (Lebanon):

58. For Tyre, the three following thematic tools were selected:

- Marine Litter Prevention and Abatement Measures, and Marine Litter MPA Action Plans (Management tools);
- Sustainable Financing of Marine Protected Areas in the Mediterranean (Financial tool); and
- Monitoring Climate Change Impacts in Mediterranean MPAs, and Snorkel Surveys of the Marine Environment (Monitoring tools).

59. The capacity building on marine litter management tools took place through other ENI CBC Med projects to which the Tyre Coast Nature Reserve is partner: the Plastic Busters CAP and COMMON projects. These projects co-organized an international workshop on Monitoring Marine Litter in Environment and Biodiversity to capitalize the methodologies to tackle marine litter, that was held in Manfredonia, Italy, on 13-14 July 2022. 4 participants from Tyre attended the workshop.

60. Training on MPA sustainable financing aspects was delivered through the MedPAN training workshops implemented part of the ENSERES project up-scaling activities, including the 2nd session of the training on developing and implementing a fundraising strategy for MPAs (online, 4-19 May 2023; and in Monastir, Tunisia, 23-26 May 2023) – attended by 2 participants from TCNR –, and the MedPAN regional training workshop on improving governance practices in Mediterranean MPAs (Tyre, Lebanon, 19-22 September 2023) – attended by 12 participants from Lebanon –.



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61. With regards to monitoring the impacts of climate change in Mediterranean MPAs, a specialized training programme was provided by an international expert to the Tyre Coast Nature Reserve (TCNR) staff and their associated stakeholders. The training focused on exploring Local Ecological Knowledge (LEK) to reconstruct historical changes (LEK-1) and for periodic monitoring (LEK-2). Additionally, the programme aimed to impart the skills necessary to implement Underwater Visual Census (UVC) techniques to monitor climate change impacts at the reserve. This training took place from the 23rd of October to the 1st of November 2023. Due to the security conditions in the Middle East, the training was conducted via online sessions and exchanges. The training included field work intersessions by trainees, followed by debriefing videoconference sessions with the trainer.

b) Achieved outputs (deliverables)

62. A range of training sessions, covering topics of interest to stakeholders in the Sfax/Gulf of Gabes and Tyre territories, were conducted, totaling no fewer than six trainings, with a total number of 71 participants (30 participants from Lebanon and 41 participants from Tunisia).

c) Outcomes (impacts)

63. The capacity building workshops targeting the Sfax and Tyre stakeholders allowed to inform and familiarize several local stakeholders with tools and approaches that could be applied to respond to some of their needs and problems.

64. Combining training activities with mentoring activities and pilot projects by the civil society organizations (sub-grants) is likely to multiply their impact and give coherence to the ENSERES project approach.

65. Enabling Tyre and Sfax stakeholders to participate in international training workshops and events is advantageous as it facilitates experience exchange and communication with stakeholders from different countries and backgrounds, resulting in a more enriching and motivating experience.

d) Lessons learned

66. Strengths:

- The presentation and training workshops stimulated reflection and debate among local stakeholders on important issues affecting their territories.
- Sharing not just the successes, but also the challenges and setbacks faced during the design and creation of these tools fosters critical reasoning, solution finding, policy evaluation, and flexible supervisory capacities within the recipient stakeholders.



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- Practical and interactive training sessions, incorporating both theoretical and practical components, can greatly impact the targeted trainees and potentially yield tangible outcomes.

67. Weaknesses:

- These kinds of 1-day hybrid workshops do not allow to go in-depth in the tools and have the extended technical knowledge needed for their application on the ground.
- The taught/presented methodologies and tools may be not replicable in the governance, social and economic contexts of the pilot areas.
- Involving a small number of local stakeholders in international workshops would not have a significant impact when compared to organizing national workshops that reach a larger audience of local stakeholders.
- The training workshops and events expertly hosted by MedPAN as part of the project were unquestionably effective and demanded by managers responsible for protected areas. However, when considering the coherence of the ENSERES project, this capacity building programme (apart from the trainings on sustainable financing and participatory governance of MPAs) was generally incongruous with the transfer, mentoring, and initiatives in the pilot sites (Gulf of Gabes and Tyre), which constitute the core of the ENSERES project.

e) **Best practices**

68. Basing the capacity building programme on the genuine requirements of the stakeholders involved, utilizing a variety of tools, is a commendable practice that should be promoted and pursued.

f) **Recommendations**

69. The capacity building activities have led to the following recommendations:

- Provide targeted local stakeholders with prolonged and specific advanced technical training on precise tools.
- Provide training for trainers to local trainers and mentors to extend and embed knowledge locally.
- Provide local stakeholder capacity-building events in local languages (e.g., Arabic, ...).



(C) Exchange visits of Sfax and Tyre stakeholders to other Mediterranean territories including MPA/SPAMI sites where some of the selected tools have been already implemented and are currently in use

a) Implemented activity

Activity 3.3.2: Exchange visits to selected pilot initiatives:

Exchange visit to Oristano (Italy):

70. An “exchange visit to Oristano” was organized by the MEDSEA Foundation on 6-7 October 2022. The 2-day visit was structured into discussion sessions in the morning and site visits in the afternoon.
71. The aim of this exchange visit was to create a laboratory of active participation with the partners of the ENSERES project in order to share the approach and management methods of the Maristanis project for the integrated management of the Gulf of Oristano wetlands and to evaluate their potential of transferability to the pilot sites in Lebanon and Tunisia.
72. The topics covered were selected in consultation with the participants and included: water savings in agriculture, marine litter, marine habitat restoration, wetland restoration, governance, ecotourism, sustainable agriculture and sustainable fisheries.
73. The exchange visit to Oristano was attended by 7 participants from Sfax (Tunisia) and 2 participants from Tyre (Lebanon).

Exchange visit to the Port of Barcelona (Spain):

74. A 6-member Tunisian delegation of actors concerned by waste management in the Port of Sfax visited the port of Barcelona from 4 to 6 September 2023.
75. Although this visit was carried out as part of the Sfax Mentoring Programme (Activity 3.3.3), it is included here because of its nature and the recommendations and lessons we could draw from it as a study visit.

b) Achieved outputs (deliverables)

76. The exchange visits to Oristano and the Port of Barcelona benefited 13 participants from Sfax (Tunisia) and 2 participants from Tyre (Lebanon).

c) Outcomes (impacts)

77. These exchange visits enabled specific local players from the beneficiary sites to visit ad hoc institutions, facilities and sites involved in ICZM, and to meet and discuss with their peers.



d) Lessons learned

78. Strengths:

- The exchange visit programmes were varied, interesting and technically sound.
- The exchange visits were very well prepared by the organizers.
- They allowed to know the needs of the stakeholders in terms of capacity building and mentoring.
- They allowed to make the link with regional policies and instruments, such as the protocols and regional action plans of the Barcelona Convention.
- They generated interest, proactivity and involvement of stakeholders throughout the project, even beyond the visit itself.
- Exchange visits and study tours proved to be very effective tools, allowing face-to-face exchanges and open discussions, helping participants to overcome the fear of public speaking and the coldness of remote technological communication.
- Exchange visits provided space for stakeholders who typically collaborate but lack opportunities for informal exchanges in inspiring settings to engage in productive discussions.
- They bring new ideas and inspiration to the visiting participants.
- They are more effective in terms of active learning: they allow the use of the five senses.
- They allow real human and cultural exchange, which helps to promote technical exchange and cooperation.
- They make it possible to see and test equipment, installations, and technologies on site.
- Exchanges allow hosts to step out of their own experience and see it through the eyes of others.

79. Weaknesses:

- The Oristano exchange visit should have been planned at an early stage of the project (not a whole year after the project started).
- The exchange visits would have been more useful and cost effective if they had lasted longer (3 to 5 days) and included more extensive field/site visits.
- The visit to the port of Barcelona would have been more useful if it had included a close (rather than remote) inspection of the port's waste management facilities (e.g., machines for cleaning the port basins).
- The visit to the port of Barcelona would have been more useful if it had included a visit to a fishing port (in the Barcelona region) that might have similar problems to the fishing port of Sfax. The port of Barcelona was more of a commercial and leisure port.



e) Best practices

80. Exchange visits clearly appear to be a good practice to be replicated in similar future projects and programmes.

f) Recommendations

81. The recommendations that emerged from the exchange visit activities were:

- Plan targeted exchange visits in the early stages of the project/programme, so that they help to further shape the needs of the pilot sites' stakeholders.
- Organize exchange visits in line with the project theme(s) and integrate them into the design and flow of the project activities.
- Deepening the understanding of the context in which the tool will be implemented and transferred (e.g., Sfax, Tyre) is essential to accurately evaluate its potential impact and application on the site.
- Develop the itinerary for the visits following pre-visit surveys conducted among the selected participants, ensuring that the visits cater to their requirements and aspirations.
- Prepare the schedule of exchange visits well in advance and choose the time of the visit carefully, avoiding summer and holiday periods when the visited sites may have reduced activity or be closed for refurbishment and works.
- Choose the right time and duration.
- Mix and balance site visits with theoretical workshops/discussions.
- Allow some time for cultural visits to the host city or region.
- Follow up the exchange visits with the design and implementation of pilot projects/activities in the pilot recipient sites.
- Combine the exchange visit tool with the sub-grant tool to further enhance project coherence and impact.
- Combine the exchange visit with follow-up in-depth capacity building and training.
- Allocate the necessary staff and time to prepare and supervise exchange visits.



(D) Implementation of a mentoring programme to bring technical assistance to Sfax and Tyre interested stakeholders to develop one or some of the tools included in the ENSERES toolkit

a) Implemented activity

Activity 3.3.3: Assisted implementation of selected tools and approaches (Mentoring)

82. This activity aims at supporting local stakeholders, through technical assistance, in the implementation of relevant ICZM and EBM tools. The assistance is facilitated by external experts with practical knowledge on the implementation of the concerned tools.

83. One mentoring activity was implemented in each of the pilot areas of Sfax (Tunisia) and Tyre (Lebanon):

1- Mentoring activity in Sfax (Tunisia)- Supporting the management of the port of Sfax and other local stakeholders for the participatory development of a marine litter monitoring and mitigation strategy and action plan:

84. This activity aims at supporting the managing authorities and other stakeholders of the port of Sfax in the elaboration and initiation of a marine litter monitoring and prevention action plan, in line with the Barcelona Convention decisions and guidelines. The activity encompasses a capacity-building component including the study visit to the Port of Barcelona (Spain) described under section (C) above related to exchange visits.

2- Mentoring activity in Tyre (Lebanon): Implementation of the Local Ecological Knowledge (LEK-1 and LEK-2) and underwater fish visual census protocols to monitor climate change impacts on the Tyre Coast Nature Reserve:

85. This activity aims at supporting TCNR stakeholders in implementing a regular monitoring of climate change impact, through the LEK-1, LEK-2 and snorkeling/diving for fish visual census monitoring protocols, and building data sets to support decision-making and MPA management. The implementation of this mentoring programme involved a practical capacity building component by a scientific expert.

b) Achieved outputs (deliverables)

1- Mentoring activity in Sfax:

86. The mentoring programme enhanced the capacity for monitoring and managing marine litter in Sfax, whilst supporting the launch of a pilot initiative in the fishing port of Sfax.

87. This programme resulted in the development of a waste control and management manual, as well as a plan of action to monitor and prevent marine litter in the port of Sfax.



2- Mentoring activity in Tyre:

88. This mentoring programme was beneficial to 12 participants from TCNR staff and stakeholders, as well as the Lebanese University.
89. The Local Ecological Knowledge (LEK) approach offered a chance to engage fishers in monitoring and managing the protected area. Trainees who conducted surveys with the fishers reported that the latter were extremely content with the process as they felt listened to and included.

c) Outcomes (impacts)

1- Mentoring activity in Sfax:

90. This activity will be finalized upon the signing of a proper agreement between the Sfax Municipality and the Fishing Ports and Facilities Agency (APIP: the entity responsible for managing the fishing port of Sfax) for devising a feasibility study that determines the suitable legal structure for instituting a waste management company (a start-up) at APIP. The National Waste Management Agency (ANGED) was also involved in this effort notably through the establishment of a port clean-up programme using the “Mechanism 41”⁵ in close coordination with APIP.

2- Mentoring activity in Tyre:

91. As per the expert who conducted the mentoring programme, the training has presented exciting opportunities to establish connections between Tyre Coast Nature Reserve, the trainer, and a vast network of Mediterranean scientists dedicated to monitoring the effects of climate change in MPAs.
92. The groundwork for a lasting partnership between TCNR and the instructor has been established, motivated by their mutual fascination with employing Local Ecological Knowledge (LEK) to monitor alterations in the area's biodiversity and observe the introduction and subsequent distribution of invasive alien species within the Tyre Coast reserve. Other possible areas for collaboration involve the usage of visual census data within a larger network, such as T-MEDNet and “*Observadores del Mar*” network, and the potential investigation of mass mortalities.
93. In addition, the trainer has expressed a willingness to provide future assistance in implementing monitoring protocols and using these data for scientific purposes, including the identification of potential new non-indigenous species in the Tyre marine reserve.

⁵ The “Mechanism 41” is a mechanism established in 2005 to support Tunisian public companies in carrying out some tasks for which they are responsible by contributing to the financing of SMEs, set up by higher education graduates, for a period of five years.



d) Lessons learned

94. Strengths:

- The mentoring programmes resulted in the initiation of positive long-term processes, whether in the fishing port of Sfax (litter control and monitoring) or in the Tyre Coast Nature Reserve (marine protected area monitoring including climate change impact monitoring).
- The fact that the mentoring programme was delivered in a hybrid way (theoretical sessions online, practical sessions in the field) is of added value since it represents a methodological innovation that might be replicable for other cases where hybrid settings are needed due to difficulties to deliver the programme on-site.

95. Weaknesses:

- The mentoring programmes would have been more beneficial if they would have included the support for the implementation of the developed plans and strategies or involved support for equipping the recipient organizations with ad hoc means and technologies (e.g., equipment for litter recycling or for fish discard transformation, scientific monitoring equipment, etc.).
- The mentoring programmes would have been more beneficial if they have been implemented at an earlier stage of the project.

e) Best practices

96. Exchange of experience has great potential. It is advisable to promote the connection between mentoring activities and exchange visits as an excellent approach.

f) Recommendations

97. The following recommendations are proposed:

- Ensure that the mentoring activity has a tangible, enduring impact on the site receiving it, for example, through the provision of equipment or funding for implementation.
- Integrate training and mentoring activities with pilot projects implemented by civil society organizations through sub-grants, thereby amplifying their impact and providing a coherent approach for the ENSERES project.
- Record the experiences and insights gained from the mentoring initiatives that employed the toolkit and employ them as a means of providing constructive feedback to the catalogue of tools.
- Establish a formal co-management committee at the Sfax fishing port through the signing of an agreement that reserves the rights and duties of each involved party, prior to any further actions with stakeholders.



(E) Implementation of pilot actions, through an open sub grant call, by the Sfax and Tyre CSOs and SSEE0s

a) Implemented activity

Activity 3.3.4: Support to civil society involvement in EBM and sustainable financing (Subgrants)

98. This activity was implemented through small grants that benefited to local CSOs in Sfax and Tyre territories following open calls for proposals launched by MedCities and SPA/RAC.
99. One information session was organized in each of the pilot areas to promote the call and inform stakeholders about its conditions.
100. The call's topic was sustainable development and Integrated Coastal Zone Management (ICZM) activities in urban areas or natural areas surrounding urban areas, focusing on sustainable tourism and pollution prevention and management (especially marine litter).
101. After the selection process, an online training was conducted by MedCities focused on the implementation and reporting procedures and regulations.
102. These sub-grants supported income-generating activities such as fisheries and nature-based tourism and showcased employment opportunities for local communities in the implementation of EBM tools while supporting conservation targets.
103. An exchange workshop between ENSERES sub-grantees and partners was organized in Sfax, Tunisia, on 21-22 June 2023, to review progress, discuss challenges and chart the way forward for the full and timely implementation of the agreed activities.
104. In this context, 9 grants (of 10.000 EUR each) were awarded to 4 NGOs in Lebanon and 5 NGOs in Tunisia. The implemented projects are as follows:

1- "Kerkennah Clean Beaches" project implemented by Kantara Save Earth NGO (Kerkennah Islands, Tunisia) - sub-grant managed by MedCities:

105. The project aims at changing the behaviour of schoolchildren, fishers and tourists with regard to plastic pollution on the Kerkennah Islands beaches and coastal areas. This involved awareness-raising campaigns, beach clean-up campaigns, and equipment of five public beaches and a small-scale fishing port with equipment and monitoring devices aiming at reducing pollution. The project initiated the first educational marine area ("*aire marine educative*") in Tunisia: the educational marine area El-Khelij in Kerkennah.



2- “Save Theanae⁶” project implemented by “Sfax El Mezyna⁷” NGO (Sfax, Tunisia) - sub-grant managed by MedCities:

106. The project aims at raising awareness on the Thyna salinas and wetland through educational campaigns targeting school children, the elaboration of a documentary film, encouraging cyclo-tourism and discovering activities in Thyna natural area, and creating sport and play areas in the urban park of Thyna.

3- “Tackle Marine Pollution” project implemented by the Regional Ecological Observatory of Sfax / “Observatoire Régional Écologique de Sfax” (ORES) NGO (Sfax, Tunisia) - sub-grant managed by MedCities:

107. The project aims at setting up a co-management committee in the port of Sfax with a view to implementing a waste management strategy and action plan, quantitatively assessing pollution in the port of Sfax and its surroundings, vulgarizing and communicating about the waste management strategy to the concerned stakeholders, selecting and installing a start-up enterprise in the port of Sfax, constructing a robot prototype for the port basins cleaning (in cooperation with the National Engineering School of Sfax, ENIS), and implementing a litter collection and sorting campaign in view of possible recycling/upcycling activities.

4- “Eco-geotourism initiative in Ras El Ain - Tyre, Lebanon” project implemented by the Association for Community and Environment (ACE) (Tyre, Lebanon) - sub-grant managed by SPA/RAC:

108. The project aims at understanding the historical and geological background of the Ras El Ain springs in Tyre based on geological and hydrogeological studies and mapping, elaboration of an eco-geotourism development strategy for the site based on its geological and archaeological assets, and raising awareness among the visitors, the scientific community and the general public on the need to protect these springs and their environment.

5- “Ecotourism: an economical and environmental opportunity for Tyre city and TCNR” project implemented by the Association for Preserving the Environment in Tyre (APET) (Tyre, Lebanon) - sub-grant managed by SPA/RAC:

109. The project aims at finding balance between economic and environmental imperatives in the Tyre area, through raising awareness of the tourism professionals (hotels, restaurants, kiosks, etc.) and tourists about the Tyre Coast Nature Reserve and the natural heritage of Tyre and promoting sustainable and environmental-friendly practices to initiate exploitation models where nature and economic well-being are no longer in conflict.

⁶ Thanae (Latin) or Thyna (Neo-Punic T'ynt) is a Tunisian archaeological site located on the coast, around twelve kilometres south of the town of Sfax, on the outskirts of the present-day town of Thyna.

⁷ “Sfax El Mezyna” means “Beautiful Sfax” in Tunisian spoken Arabic.

6- “FAIKA⁸” project (Knowledge and awareness will keep together tradition and gender rights in a sustainable approach to fishing) implemented by the Association of Women for the Development of the Islands and Coastline / “Association des Femmes pour le Développement des Iles et du Littoral” (AFDIL) (Kneiss Islands, Ghraiba, Sfax) - sub-grant managed by SPA/RAC:

110. Following the ban of the traditional activity of clam foot-fishing in the Gulf of Gabes following a drastic stock decline, the project aims at raising awareness of Kneiss Islands’ clams’ foot-fishing women community about the legal and ecologic status of their traditional activity and the possibility of turning to other bivalve species like Solen (*Solen marginatus*). The project also aims at assessing the Solen stocks and developing a strategy for the valorization of the Solen value chain, and carrying out advocacy campaigns to defend the voice of women, and convince local authorities to protect traditional foot-fishing practices within a framework of sustainability.

7- “Involving students in the conservation of the Tyre Nature Reserve” project implemented by the Lebanese Committee for the Safeguarding of Tyre / “Comité Libanais pour la Sauvegarde de Tyr” (CLST) NGO (Tyre, Lebanon) - sub-grant managed by SPA/RAC:

111. The project aims at carrying out an awareness campaign on the Tyre Coast Nature Reserve addressing the students, teachers, and educational staff of 7 high schools of the region of Tyre (Tyre city and surrounding areas) through scientific conferences, documentary projection, and guided visits to the Tyre Coast Nature Reserve.

8- “Kneiss Shining” project implemented by the Association for the Continuity of Generations / “Association pour la Continuité des Générations” (ACG) (Kneiss, Sfax, Tunisia) - sub-grant managed by SPA/RAC:

112. The project aims at developing, promoting and diversifying the eco-touristic activities in the Kneiss Islands Nature Reserve through the extension of pedestrian and cycling trails, promotion of cyclo-tourism, promotion of local products and traditional cuisine, update of the android application for visitors, development of communication tools, and installation of visitor information panels.

9- “Local Community of Tyre against Marine Litter” project by AMWAJ⁹ of the Environment NGO (Tyre Coast Nature Reserve, Lebanon) - sub-grant managed by SPA/RAC:

113. The project aims at involving fishers, divers and scouts in comprehensive clean-up campaigns of the Tyre Coast Nature Reserve on land and under water (including collection of ghost nets) and at promoting litter sorting, recycling and upcycling practices with the contribution of the local community.

⁸ “Faika” is the Latin transcription of a Tunisian spoken Arabic adjective meaning “awake” or “alert” in the feminine singular.

⁹ “Amwaj” is a plural noun meaning “waves” in Arabic.



b) Achieved outputs (deliverables)

114. The small grants achieved a big number of deliverables and outputs that are shared and advertised on the ENSERES project website, the ENSERES partners websites and resource centres.

c) Outcomes (impacts)

115. Despite the limited time and resources, the small projects and activities carried out under the ENSERES sub-granting mechanism have had a very significant impact on final beneficiaries such as local communities, schoolchildren, fishers, tourism professionals, women, young people, local institutions and managing authorities, both in terms of awareness raising, capacity building, income generating activities and opening up new horizons for follow-up and sustainability.

d) Lessons learned

116. Strengths:

- The small projects were able to leverage the impact and visibility of the ENSERES project actions in the targeted pilot sites.
- The sub-grants allowed the implementation of concrete and impactful actions on the ground.
- The sub-grants allowed to test ICZM and EBM tools and to adapt them to the local contexts.
- Sub-grants allowed final beneficiaries such as children, youth, women, fishers, rural populations, research, the private sector, and the public to contribute to the realization of the ENSERES project aims and objectives.
- NGOs that applied but did not benefit from grants supported their peer granted NGOs in successfully implementing their activities.
- Sub-grants allowed civil society organizations to bring innovative ideas and solution solving proposals to existent socio-ecological problems.
- Sub-grants contributed to the enrichment of the social and historical aspects of the sites, including archaeological sites, eco-geotourism, culinary culture, and more.
- The ENSERES sub-granting scheme enabled the provision of assistance to smaller local associations that may otherwise be unsupported, in light of competition from larger associations.
- The pilot activities enabled civil society activists to learn how to collaborate with state institutions and engage with fishers, schoolchildren, and individuals with disabilities.
- The ground activities enabled the discovery of underlying issues that were unknown at the time of the small projects' submission.



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- NGOs supported potentially overwhelmed government institutions to help them carry out their duties more effectively. Additionally, such NGOs played a part in influencing and progressing state policies.
- These small projects serve as a training ground for both young individuals and professionals.

117. Weaknesses:

- The projects' start-up time was impacted by delays in the grants.
- The absence of upfront funding and the delays in releasing funds hinder local NGOs from promptly commencing their activities and executing them comprehensively and accurately.
- The limited amounts of the sub-grants limited at times the scope and quality of the ambitious activities.
- The recipient NGOs used their own resources or relied on other financial sources (other projects from other donors) to reach the desired results within the contractual timeframes.
- Some sub-grantees reported that the amount of the sub-grant was only sufficient to cover certain parts of the project costs.
- The sub-granting (subsidy in cascade) procedure obliges the recipients (local NGOs) to follow the same rules and meet the same requirements as the implementing partner organizations of the ENI CBC Med programme. Local NGOs are not prepared and do not have the capacity to follow these drastic rules, which has created a huge need for support and accompaniment that was not calculated and prepared for in the project implementation efforts.
- Local NGOs lack the necessary capacity to produce a robust and comprehensive report in accordance with the regulations and criteria set forth by the ENI CBC Med programme.

e) Best practices

118. Small-grant mechanisms undoubtedly prove to be an exceedingly effective and influential practice that should be replicated in future projects and programmes. It stood out as the most visible and impactful aspect of the project.

f) Recommendations

119. After compiling and examining data gathered from numerous project stakeholders, we suggest the following recommendations:

- Ensure that there is no competition between NGOs by allocating substantial grants in their respective areas of expertise. This will create a unified, impactful, and thematically/territorially coherent programme where all NGOs contribute through individual small projects that form a complete project.



- Streamline the administration rules and procedures surrounding ENI CBC Med sub-granting, especially for the local sub-grantees.
- Assist NGOs in enhancing their organizational structures and gaining autonomy and skills.
- Guarantee larger grants over a longer period of time.
- Grant subventions to aid in the professionalization of local NGOs and improve their capacities.
- Combine the exchange visit tool with the sub-grant tool to further enhance project coherence and impact.

5.4. Output 3.4: Up-scaling process

120. This output will be implemented in synergy with the MedPAN regional sharing-experience workshops and regional training mechanism and the SPA/RAC SPAMI twinning programme.
121. The present study will focus only on the SPAMI Twinning Programme (Activity 3.4.2), given its contribution to ICZM and EBM tools transfer and replication and its implementation in the project pilot territories, involving the SPAMIs of the Tyre Coast Nature Reserve (Lebanon) and the Kneiss Islands Nature Reserve (region of Sfax, Tunisia).

(F) Implementation of the twinning programmes among SPAMIs, including exchange visits of related SPAMI / city managers, specially focused on SPAMI management effectiveness

a) Implemented activity

Activity 3.4.2: Twinning Programme development and implementation (incl. exchange visits of related city managers)

122. The SPAMI¹⁰ Twinning Programme of SPA/RAC aims at ensuring effective management of the Specially Protected Areas of Mediterranean Importance (SPAMIs) through fostering peer-to-peer collaboration and exchange.
123. The ENSERES project allowed to support this long-term programme through the twinning of 2 couples of SPAMIs:

¹⁰ Specially Protected Areas of Mediterranean Importance (SPAMIs) are marine and coastal protected areas that are “of importance for conserving the components of biological diversity in the Mediterranean; contain ecosystems specific to the Mediterranean area or the habitats of endangered species; are of special interest at the scientific, aesthetic, cultural or educational levels”. SPAMIs are included in the “SPAMI List” that was established since 2001 under the Barcelona Convention Protocol concerning Specially Protected Areas and Biological Diversity in the Mediterranean. The SPAMI List includes presently 39 SPAMIs.



- The Tyre Coast Nature Reserve / SPAMI (Lebanon) & the Montgrí, Medes Islands and Baix Ter Natural Park / SPAMI (Spain); and
- The Kneiss Islands Nature Reserve / SPAMI (Tunisia) & La Côte Bleue Marine Park / SPAMI (France).

124. The methodology for implementing such twinning programme include a management problems' diagnosis report elaborated based on a visit to one SPAMI, an on-the-job training and/or exchange visit to the other SPAMI, peer-to-peer support and mentoring, and the implementation of joint activities aiming to improve and sustain the management and monitoring programmes of the concerned protected areas.

b) Achieved outputs (deliverables)

125. The Tyre Coast Nature Reserve managers benefited from the experience and advice of the Medes Islands Park regarding sustainable tourism practices and sustainable agriculture.

126. The Kneiss Islands Nature Reserve managers benefited from the experience and advice of La Côte Bleue Marine Park regarding fisheries management and environmental education.

127. The experience was also beneficial for the managers of the Medes Islands and La Côte Bleue parks, who were able to see the efforts that other protected areas can make with limited human and material resources and the social and economic constraints that surround them.

128. Diagnosis reports were elaborated for the Tyre Coast and Kneiss Islands by their twin SPAMIs managers following their visit; and implementation action plans were developed after the Tyre and Kneiss managers visits to Medes and La Côte Bleue, respectively, to allow the implementation of the acquired knowledge and vision, following the exchange.

129. The implementation plan developed for the Kneiss Islands SPAMI consisted of a sustainable fisheries strategy to minimize negative environmental and socio-economic impacts on the area. The strategy includes (i) a diagnosis of the current situation of fishing practices in and around the Kneiss Islands, including illegal, unreported and unregulated (IUU) fishing; (ii) an assessment of the environmental and socio-economic impacts of IUU fishing in and around the Kneiss Islands Nature Reserve; (iii) the identification of key stakeholders; and (iv) a set of recommendations and guidelines for sustainable fishing practices including those that address existing IUU fishing practices.

130. The implementation plan developed for the Tyre Coast SPAMI consisted of a comprehensive assessment of current tourism practices within the Tyre Coast Nature Reserve and the proposal of a sustainable tourism strategy to minimize negative environmental and socio-cultural impacts. The strategy includes (i) an assessment of the existing tourism infrastructure, activities and visitor management practices in the Tyre Coast Nature Reserve; (ii) an assessment of the environmental and socio-cultural impacts of tourism on the Reserve; (iii) the identification



of key stakeholders and their perspectives and concerns; and (iv) a set of recommendations and guidelines for sustainable tourism practices.

c) Outcomes (impacts)

131. The SPAMI Twinning Programme has an undeniable impact on the recipient SPAMIs (Kneiss and Tyre Coast), which were able to exchange with their peers on subjects and issues of interest for their protected areas and to receive the vision and advice of experienced managers, even though the context could be different.
132. The field visits, meetings with stakeholders in both sides, allow to tailor and adapt the advice to the ground reality and to test slightly different approaches.
133. Contrary to expectations, the experienced SPAMIs' managers said to be inspired by the enthusiasm and impressed by the quantity of work implemented on the ground in Tyre and Kneiss, despite the limited means and staff.

d) Lessons learned

134. Strengths:

- SPAMI Twinning enables peer-to-peer exchange and positive influence.
- The SPAMI twinning programme creates a positive dynamic within the community of SPAMI managers.
- SPAMI managers who were initially reluctant to join the programme have recognized the benefits of the experience.
- Allow human and cultural exchanges that open the way for technical and thematic mentoring and support.
- The ENSERES project enabled the creation and implementation of a new phase of the SPA/RAC SPAMI Twinning Programme, with the opportunity to expand to additional sub-regions of the Mediterranean, incorporating SPAMIs from France, Lebanon, and Spain.
- All the strengths mentioned above under section (C) on exchange visits apply to the SPAMI twinning programme.

135. Weaknesses:

- The SPAMI Collaborative Platform should be improved and maintained. It should facilitate exchange among SPAMI managers and be a hub for SPAMI news, training modules and other useful resources.



e) Best practices

136. The SPAMI Twinning Programme is considered as a good practice to be developed, replicated and sustained. The spirit of such peer-to-peer exchange could be extended to other kinds of protected areas, and institutions (local communities, port authorities, and others).

f) Recommendations

137. Based on the above, the following recommendations have been drawn up:

- Establish thematic twinning with protected areas that may be located outside the Mediterranean region in order to reply to specific needs (e.g., the management of the bivalve foot-fishing in the Gulf of Gabes could benefit from experiences from the Atlantic coasts, like the Bassin d’Arcachon in France).
- Always base the SPAMI and MPA twinning programmes on similar problems, activities and natural features.
- Foster and sustain communication and exchanges between twinned SPAMIs beyond the disjunctive projects' life cycles and sporadic operations.
- Utilize the SPAMI Day celebrations (commemorated annually on 15 April) to enhance the SPAMI Twinning Programme by fostering peer networking and exchange and cultivating the SPAMI Network Community as stipulated by the Barcelona Convention Protocol concerning Specially Protected Areas and Biological Diversity in the Mediterranean.
- Improve the SPAMI Twinning Programme coherence and sustainability, by appointing a long-term network facilitator and animator (at the SPA/RAC Secretariat).

6. Best practices and successes

138. In this section, we will outline the general best practices and successes identified, without reference to specific outputs of the ENSERES project WP3.

139. Bringing together and linking various actors:

- The ENSERES project enhanced collaboration among local authorities, MPA managers, local administrations, and civil society organizations, among others. Notable examples include the conclusion of an agreement between the Municipality and the fishing port of Sfax, as well as improved relations between the Municipality of Sfax and local civil society organizations.
- The managers of Tyre Coast Nature Reserve noted that the project, particularly the pilot actions involving small grants, helped establish close links with fishers, farmers, hotel and restaurant proprietors, and schools, through the municipality (local authority involved in the reserve management). The local community developed a more favourable impression of the nature



reserve, recognizing its potential as an opportunity for their benefit. This is of special importance in the context of the recently developed management plan of the protected area.

- This project fostered a favourable relationship and facilitated collaboration between local non-governmental organizations and the academic and research communities.
- The project dynamics increased the level of commitment, cooperation, and support from NGOs towards the state administrations.
- Additionally, several research institutions acknowledged enhancing their visibility in the local sphere and expanding their engagement with local stakeholders.
- At the regional level, the ENSERES project enabled collaboration between the MedCities and MedPAN regional networks, which are currently in discussions regarding the signing of a long-term memorandum of understanding.

140. Promoting sustainable planning and management concepts:

- The project disseminated knowledge of integrated management of natural areas, while also promoting small-scale fisheries and sustainable tourism as means of conserving and managing natural resources.
- The project resulted in the creation of a plan to monitor and control marine litter in the fishing port of Sfax (Tunisia), a strategy to support sustainable fishing practices in and around the Kneiss Islands Nature Reserve (Tunisia), and a strategy to promote sustainable tourism in the Tyre Coast Nature Reserve (Lebanon).

141. Promoting the pivotal role of local communities in local governance and development:

- In a centralized institutional environment, like in Tunisia, local communities with a degree of decision-making and management autonomy can generate local momentum and benefit other local actors who do not have the same level of autonomy (e.g. research institutions, local government authorities, etc.).

142. Promoting the role of NGOs and CSOs as a driving force for local governance from the bottom up:

- NGOs made a concrete impact on the ground and helped push governmental institutions progress through challenging processes and projects.

143. Establishing synergies among various projects and initiatives:

- Many stakeholders have recognized that the achievement of the ENSERES project has been possible thanks to the support of other ongoing projects and financial assistance from the EU and other donors (GEF, The MedFund, FFEM, etc.).

7. Lessons learned

144. The insights gained from the ENSERES project highlight two key issues:
- Firstly, the challenge lies in effectively enforcing existing laws and regulations.
 - Secondly, political tensions and divergences can impede project implementation, resulting in detrimental effects on communication between local stakeholders.
145. These aspects should be addressed in future programme and project design.

8. Overall project experience and satisfaction

146. When asked to describe their overall experience and satisfaction with the ENSERES project, 29 out of 33 respondents (88 %) provided positive feedback. Only 4 respondents were neutral, primarily because they were not primary actors in the project implementation (**Figure 8**).

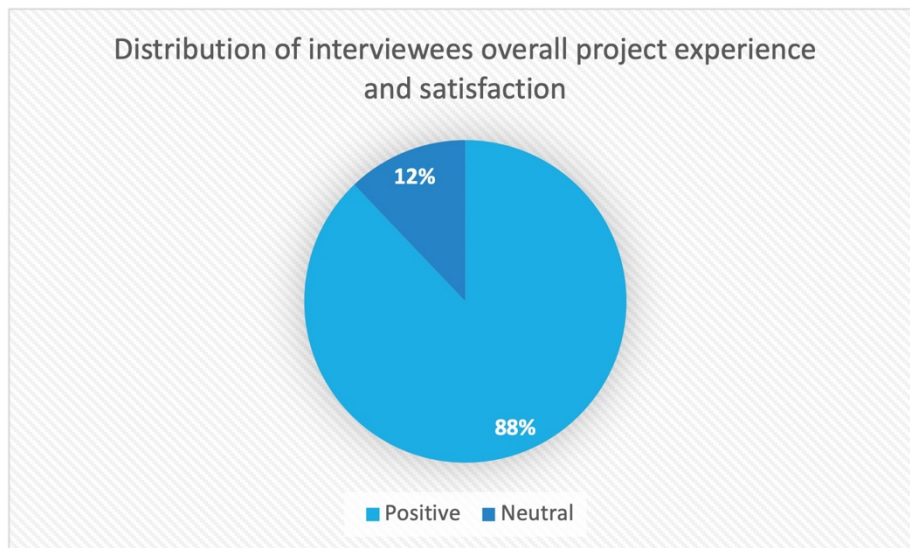


Figure 8: Distribution of interviewed population's overall project experience and satisfaction (N = 33).

9. Recommendations and follow-up

147. This section provides overall recommendations and follow-up actions to complement the recommendations organized by output and indicated throughout the present report. Thank you for taking the time to review them.

148. Embed the project design and approach within the local context and reality:

- Increase local community engagement during the project design phase.
- It is essential to prioritize realism, transparency, and openness in the process of designing, steering, and implementing projects.
- Regional projects should be implemented across multiple sites to pool implementation resources and achieve economies of scale, as well as to boost exchange and collaboration.
- Further clarification and communication are required for the stakeholders and beneficiary community regarding the responsibilities of the project partners. There is a need to define clearly who is accountable for each activity and who they will be collaborating with.
- Increase the focus on capitalizing and leveraging the potential of previous or ongoing projects.
- When undertaking capitalization projects, ensure there is scope to adjust tools and best practices to suit alternative situations and environments in the recipient sites.
- Exchange visits spark innovative ideas and the drive to execute them. Therefore, a form of subsequent commitment and follow-up is necessary, be it through funding or activities, to implement these fresh concepts. To achieve this, it is recommended to utilize a mix of techniques, such as exchanges and sub-grants or earmarking funds for ad hoc follow-up implementation.
- Encourage young people to develop a sense of belonging to their local areas, so that they are motivated to safeguard and enhance them.
- These complex, multi-stakeholder and multidisciplinary projects require increased funding and additional time for successful implementation.
- Understand that the timing may vary in different contexts.

149. Improve local project coordination and management:

- Establish a local committee (e.g. the Coastal Committee / “*Comité du littoral*”), on a temporary or permanent basis, comprising all relevant local partners of the municipality/responsible authority to enhance local project governance. This will guarantee sustainable project outcomes that are incorporated into the local institutional landscape.
- Ensure greater synergy with other projects implemented at local level, especially when these projects are implemented by the same authority (e.g. municipality, park authority).
- It is essential to appoint a local project coordinator at the local level to ensure a consistent, smooth and timely execution of the project.



- Simplify and streamline the administrative procedures and rules utilized in the ENI CBC Med Programme.
- Funding programmes should strongly support the partners to overcome restrictions concerning visas and mobility issues that hindered certain participants' ability to travel within the scope of EU neighbourhood cooperation instruments.

150. Encourage greater collaboration among project partners:

- Enhance balance among the project partners by equally involving them in the practical execution of the project activities.
- Encourage collaborative actions between the project partner institutions to create momentum and synergy.
- Provide working power to local administrations, that are partners of regional projects, to facilitate the implementation of cooperation project activities.

151. Further integration and coherence of the capacity building activities:

- Ensure greater coordination and integration of the project-supported capacity building activities (in particular the capacity building programme delivered by MedPAN) with the project's specific topics, activities, and pilots.

152. Foster tangible benefits and concrete actions from the project:

- Consider providing equipment and infrastructure to support the implementation of management plans and strategies on the ground. This support should be based on actual needs assessments conducted among the project beneficiaries.
- Prioritize spending project funds on tangible field activities instead of meetings and events. While the latter have their place in project management, executing concrete actions in the field is paramount for the project's effectiveness and long-term viability.

153. Upgrade the social and economic dimension of the project:

- In numerous south and east Mediterranean contexts, the involvement of local communities and stakeholders in (environmental) projects is contingent on identifying tangible benefits that directly enhance their quality of life or alleviate pressing economic concerns. Therefore, it is imperative to explicitly establish this connection as a foundational element for success.
- Try to encourage the development of an entrepreneurial mindset within local communities (circular and blue economy).

154. Improve project local communications:

- Improving communication and visibility of the project locally with clear identification of the project partners and their respective responsibilities. Local authorities and the general public require consistency and clear information about the projects.



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- Having direct communication with local authorities is beneficial to ascertain the project's potential impact in the region.
- Engage in communication with project stakeholders using their local language or their proficient language to prevent misunderstandings or obstacles.

155. Increase public awareness:

- The aspect of public awareness requires strengthening and accessibility to a wide range of stakeholders including research institutions, NGOs, and professionals. This can be achieved through awareness campaigns, advertising spots, open days for interested parties and the general public, and medium/long-term campaigns on local media and social networks.
- Create and utilise maps to familiarize the wider public, young people, children and other designated groups with intricate local environmental planning and management principles.
- The issue of unsustainable behavior, attitude, and resistance to change must be addressed through greater involvement, engagement, and public awareness building within the local communities.

156. Enhance human and cultural exchange and acceptance of others:

- Exchanging cultures, traditions, and promoting human interactions based on mutual acceptance are vital aspects of international exchange programmes, encapsulating the essence of such endeavours. These programmes reduce minor conflicts and unhealthy rivalries, resulting in peaceful interactions.

157. Sustain the project's outcomes by undertaking follow-up projects and activities:

- Develop and initiate follow-up activities and projects to implement the strategies and action plans developed in the framework of the ENSERES (e.g., the strategies for the management of marine litter in the port of Sfax, the strategy for sustainable fishing in Kneiss, and the strategy for sustainable tourism in Tyre).
- Avoid “sprinkling” funds and provide significant funding to civil society and other project beneficiaries. Allow for a more extended implementation period and offer closer, administratively simpler support.
 - Aim for the continuation of initiatives such as exchange and twinning programmes and sub-granting mechanisms within the upcoming Interreg NEXT MED programme.
- Develop follow-up (a) project(s) to sustain and perpetuate the results of the sub-grants and to further apply the capitalized tools (e.g., ENSERES II).

158. Specific recommendations:

- Develop a sustainable eco-tourism model for the Tyre Coast Nature Reserve to involve the local communities and professionals, such as hotel and restaurant owners, and fishers, in a prosperous socio-economic model that also prioritizes environmental preservation.



- Develop and raise funds for a project on the conservation of the sub-aquatic heritage in the Mediterranean region, by transforming ancient Mediterranean ports into green ports so that they can set an example for other Mediterranean ports (especially ports on the World Heritage List, e.g. Carthage, Cartagena, Cadiz) (proposal by the Lebanese Committee for the Safeguarding of Tyre (CLST) to MedCities).

10. Conclusions

159. The core work package on transfer, replication, and upscaling of the ENSERES project was successful and achieved significant impacts, despite possible areas for improvement.
160. The small-grant mechanism that involved civil society organizations in socio-ecological resilience initiatives in coastal areas emerged as a highly effective and influential practice and was the most visible and impactful aspect of the project.
161. The exchange visits are evidently a positive practice that has stimulated interest, proactivity, and stakeholder engagement, inspiring them with innovative ideas for implementation in their respective regions.
162. The latter methods, together with dependable capacity building programmes (such as training of trainers) and technical assistance, through tailored mentoring programmes, must form the bedrock of future capitalization programmes.
163. Small steps ultimately lead to significant transformations. Hence, it is imperative to embed these initiatives within a larger perspective and to firmly anchor them in the specific local, legal, institutional, cultural, and socio-economic contexts.

Annexes

Appendix 1: Survey aiming to produce a synthesis of the results and lessons learned from WP3 of the ENSERES project

I- Data ON the interview context

Date of the interview: DD/MM/YYYY

Name of the interviewer: First name SURNAME

Interviewee's name: First name SURNAME *[Interviewee's name is only given if the interviewee wishes to withdraw anonymity]*

Gender of the respondent: Male / Female

Age of the respondent: 18-24 years; 25-34 years; 35-44 years; 45-54 years; 55-64 years; 65+ years

II- interview Questions

1) What is your **role** in the project? - Possible answers: Implementing partner, Beneficiary partner, Other: specify.

2) In which project **activity** are you involved?

Activity 3.1.1: Draft and review of transfer and up-scaling strategy

Activity 3.2.1: Structured review and benchmarking of available tools

Activity 3.2.2: Draft of multi-lingual ICZM, EBM and sustainable financing tools catalogue

Activity 3.2.3: Development and adaptation of transfer and training material

Activity 3.3.1: Capacity building seminars on the ENSERES toolkit for Sfax and Tyre territories

Activity 3.3.2: Exchange visits to selected pilot initiatives

Activity 3.3.3: Assisted implementation of selected tools and approaches (Mentoring)

Activity 3.3.4: Support to civil society involvement in EBM and sustainable financing (Sub-grants)

(Activity 3.4.1: Networking and regional training and workshops)

Activity 3.4.2: Twinning Programme development and implementation (incl. exchange visits of related city managers)

3) What were the **objectives** of the activity in which you are involved? *[To be repeated if the interviewee is involved in more than one activity]*

4) Did you **achieve** the **desired results?** (Output) *[To be repeated if the interviewee is involved in more than one activity]*



- 5) To **what extent** have the **objectives** been **achieved**? (Outcome/impact) *[To be repeated if the interviewee is involved in more than one activity activities]*
- 6) What went **well**? (Successes, strengths)
- 7) What could be **done again**? (Best practices, replication)
- 8) What did **not go well**? (Failures, weaknesses)
- 9) What could be done **differently** to **improve** this for future projects? (Lessons learned)
- 10) Describe your overall project experience and **satisfaction** - Possible answers: Positive, Negative, Neutral.
- 11) Have you been **recognized** for your role and contribution(s) to this project? - Possible answers: Yes, No, Don't know.
- 12) Did you **learn** anything new from this project? (Learning) - Possible answers: Yes, No.
- 13) If so, what was it?
- 14) What **recommendations** would you make for similar actions in the future?
- 15) Do you have any other **comments** to add?

French version / Version française :

Enquête visant à produire une synthèse des résultats et enseignements du WP3 du projet ENSERES

I- Données sur le contexte de l'entretien

Date de l'entretien : JJ/MM/AAAA

Nom de l'enquêteur : Prénom NOM

Nom de la personne interrogée : Prénom NOM [Le nom de la personne interrogée n'est donné que si elle souhaite lever l'anonymat].

Sexe du répondant : Homme / Femme

Age du répondant : 18-24 ans ; 25-34 ans ; 35-44 ans ; 45-54 ans ; 55-64 ans ; 65+ ans

II- Questions de l'entretien

1) Quel est votre **rôle** dans le projet ? - Réponses possibles : Partenaire de mise en œuvre, Partenaire bénéficiaire, Autre : préciser.

2) Dans quelle **activité** du projet êtes-vous impliqué ?

Activité 3.1.1 : Rédaction et révision de la stratégie de transfert et de mise à l'échelle

Activité 3.2.1 : Examen structuré et analyse comparative des outils disponibles

Activité 3.2.2 : Rédaction d'un catalogue multilingue d'outils de gestion intégrée des zones côtières (GIZC), de gestion axée sur les écosystèmes (GAE) et de financement durable

Activité 3.2.3 : Développement et adaptation du matériel de transfert et de formation

Activité 3.3.1 : Séminaires de renforcement des capacités sur la boîte à outils ENSERES pour les territoires de Sfax et Tyr

Activité 3.3.2 : Visites d'échange aux initiatives pilotes sélectionnées

Activité 3.3.3 : Mise en œuvre assistée des outils et approches sélectionnés (Mentorat)

Activité 3.3.4 : Soutien à l'implication de la société civile dans la GAE et le financement durable (Subventions secondaires)

(Activité 3.4.1 : Mise en réseau, formation et ateliers régionaux)

Activité 3.4.2 : Développement et mise en œuvre d'un programme de jumelage (y compris des visites d'échange des gestionnaires des villes concernées).

3) Quels étaient les **objectifs** de l'activité à laquelle vous participez ? [A répéter si la personne interrogée est impliquée dans plus d'une activité]



- 4) Avez-vous **atteint** les **résultats souhaités** ? (Output) *[A répéter si la personne interrogée est impliquée dans plus d'une activité]*
- 5) **Dans quelle mesure** les **objectifs** ont-ils été **atteints** ? (Résultat/impact) *[À répéter si la personne interrogée participe à plusieurs activités]*
- 6) Qu'est-ce qui a **bien fonctionné** ? (Succès, points forts)
- 7) Qu'est-ce qui pourrait être **refait** ? (Meilleures pratiques, réplification)
- 8) Qu'est-ce qui **n'a pas bien fonctionné** ? (Échecs, points faible)
- 9) Que pourrait-on **faire différemment** pour **améliorer** la situation dans le cadre de projets futurs ? (Enseignements tirés)
- 10) Décrivez votre expérience globale du projet et votre **satisfaction** - Réponses possibles : Positif, Négatif, Neutre.
- 11) Avez-vous été **reconnu** pour votre rôle et votre (vos) contribution(s) à ce projet ? - Réponses possibles : Oui, Non, Ne sait pas.
- 12) Avez-vous **appris** quelque chose de nouveau dans le cadre de ce projet ? (Apprentissage) - Réponses possibles : Oui, Non.
- 13) Si oui, de quoi s'agit-il ?
- 14) Quelles **recommandations** feriez-vous pour des actions similaires à l'avenir ?
- 15) Avez-vous d'autres **commentaires** à ajouter ?