Macaronesian Maritime Spatial Planning

"LESSONS LEARNED AND GOOD PRACTICES: REPORT AND IMPLEMENTATION FOR MACARONESIA"

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Summary

The aim of the MarSP project is to develop concrete actions for the Member States (Portugal and Spain) to build the necessary capacities and tools for the implementation of the EU Directive on MSP (Directive 2014/89/EU) in the Macaronesian region, including mechanisms for cross-border cooperation.

This report has been prepared in order that the analysis of good practices provides relevant information and guidance for marine spatial planning processes, cross-border cooperation and, in general, governance in the European Macaronesia, under MarSP project work package 6. "Macaronesian Cross-border Cooperation" and Task 6.4. "Report of lessons learned and best practices available".

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List of figures and tables

List of good practices and references contained within the document

LIST OF ACRONYMS:

ABNJ:	Areas Beyond National Jurisdiction
CCAMLR	Commission for the Conservation of Antarctic Marine Living Resources
CFP	Common Fisheries Policy
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
DAPSI(w)R	Driver-Activities-Pressure-State-Impact (on human welfare)-Response
DGPM	General Direction of Sea Policy
DGRM	General Direction for Natural Resources, Safety and Maritime Services
DRAM	Regional Direction of Sea Affairs (the Azores)
DROTA:	Regional Direction of Territorial Planning and Environment (Madeira)
EBSAs	Ecologically or Biologically Significant Marine Areas
EC	European Commission
EUBSR:	European Strategy for the Baltic Sea Region
FAO	Food and Agriculture Organization of the United Nations
GEF-STAF	Global Environmental Facility – Scientific and Technical Advisory Panel
InVEST	Integrated Valuation of Ecosystem Services and Trade-offs (tool)
IOC-UNESCO	Intergovernmental Oceanographic Commission of United Nations Educational, Scientific and Cultural Organization
MarSP	Macaronesian Marine Spatial Planning (project)
MPAs	Marine Protected Areas
MSFD:	Marine Strategy Framework Directive - Directive 2008/56/EC
MSP Directive	Marine Spatial Planning Directive- Directive 2014/89/EU
MSP	Marine Spatial Planning
Ocean SAMP	Rhode Island Ocean Special Area Management Plan
ORs:	Outermost Regions
POMAC:	Madeira-Azores-Canarias Territorial Cooperation Operational Program
PSSA	Particularly Sensitive Sea Area
SMART:	Specific- Measurable- Achievable- Relevant- Time Bound
SPAW	Protocol Concerning Specially Protected Areas and Wildlife
SPREP	Secretariat of the Pacific Regional Environment Programme
TFEU	Treaty on the Functioning of the European Union
TNC-IMP:	The Nature Conservancy-Indonesia Marine Program
TPEA:	Transboundary Planning in the European Atlantic (project)
UNEP	United Nations Environment Programme

1. INTRODUCTION

1.1. PRESENTATION

To move towards a common goal for marine management of the European Macaronesia, meeting shared present and future challenges, the marine spatial planning (MSP) processes of the Azores, Madeira and the Canary Islands must maintain an integrated perspective. Planning processes must therefore be based on shared characteristics and issues of common interest for all three regions. The main purpose is the planning of their marine areas, with constant concern for citizen welfare. In this sense, it is worth noting that solutions are often enriched from different approaches and case studies comparison in the search of mutual benefits. However, these findings must be complemented with the experiences of other processes carried out in other fields that have already passed through similar steps.

This report contains a compilation of good practices and lessons learned ABOUT MSP and FOR MSP. The cases that were selected correspond to some of the particular characteristics of Macaronesia that are close in scope to the field of study, and are of interest to underlying initiatives such as learning.

There is no single way to carry out an MSP process or easily comparable contexts. Any proposal for the design and possible implementation of MSP processes, are likely to be based on observation and analysis of how it has been carried out in other scenarios, how the processes have evolved and what results have been obtained.

The ultimate aim of this study is, therefore, that this compilation provides support and inspiration to the MSP processes both at the national level (Portugal and Spain), and in its implementation at a regional level for its archipelagos (the Azores, Madeira and the Canary Islands). Also, it is intended to help lay the foundations for a future cross-border MSP process for European Macaronesia[1]. Thus, this report aims to provide inspiration and guidance on cross-border cooperation mechanisms.

Who is this report aimed at?

Mainly managers of MSP in the regions of the Azores, Madeira and the Canary Islands (thus managers of Spain and Portugal). Additionally, managers and decision-makers of sectors and institutions with interests and responsibilities for the administration of marine and coastal areas. This is important because it is not common for a single marine management figure to exist. For this reason, this report is of interest to all decision-makers and managers involved in spatial planning, with particular

[1] For the purposes of this document, a cross-border MSP process is understood as the definition contained in the report "Marine spatial planning Toolkit" (GEF LME: LEARN, 2018): "Transboundary MSP refers to engagement of multiple entities (e.g. countries, states, provinces) across one ecosystem, which do not necessarily share a common border. Transboundary expands beyond transnational in that it encompasses sub-national as well as the high seas. Similar to transnational MSP, each entity has individual jurisdiction over different ocean spaces, different economic considerations, drivers for MSP, etc."
Introduction to Marine Space Planning. Descriptions contained on the web:
http://mspes.ioc-unesco.org/buenas-practicas/vision-general/

emphasis on the following key areas: fishing (mainly that which is developed within the region); maritime transport and port activity; energy from the sea (wind, tidal, etc.); territorial planning of the coast; water quality; tourism and leisure related to the sea; coastal and marine protected areas.

What do we mean by good practices and lessons learned?

Good practices are an example of how to successfully carry out a process or a specific part of a process. This example, already fully or partially completed in some phases, allows us to analyse the path taken and the results that will serve as an example for other processes. Here, both the term "success" and "example" should be interpreted for interpolation, since what was successful in a given process might not be in another, but may well serve as positive for learning.

For the marine environment in particular, good practice means any initiative, project or action that positively contributes to the conservation, protection, knowledge, recovery, development or improvement in the administration of a coastal or marine resource. Such initiatives or projects can be reflected in a specific activity or action, a plan, a book, a process, equipment, an original use or action that allows for the recovery of a certain resource, a didactic program, etc. To identify what is good practice for marine spatial planning, the following criteria developed by IOC-UNESCO[2] have been considered:

- **Efficient and effective**. It must demonstrate its relevance as the most effective way to achieve a specific result; that it has been successfully adopted and has had a positive impact on interest groups, the economy and the marine environment;

- **Sustainable from an environmental, economic and social point of view.** It must meet current and long-term needs;

- **Technically viable.** It must be easy to understand, learn and execute;

- **Intrinsically participatory.** It must be sustained in participatory approaches since they support a shared sense of responsibility for decisions and actions;

- **Replicable and adaptable.** It must be able to be replicated and must be adaptable to similar objectives in different situations.

From good practices we extract the lessons learned. Those messages that imply learning of some type for certain processes, extracting knowledge of the reality of the process. They are the essential contributions that strengthen knowledge based on what works and what doesn't. From the analysis of good practices, we learn from the process that serves as an example or inspiration. The lessons learned are the synthesis of what we have learned that can be applied in other situations, even improving the practice that was analysed at source.

[2] Introduction to Marine Space Planning. Descriptions contained on the website of IOC-UNESCO: http://mspes.ioc-unesco.org/buenas-practicas/vision-general/

1.2. METHODOLOGY AND CRITERIA

I. How has this report been developed?

This report is based on compilations, analysis and synthesis of good practices carried out by other authors and relevant organizations and represents a large database of information. The contribution of this report lies in the selection and analysis of good practices that can provide lessons learned related and applicable in the European Macaronesia.

On the one hand, analysis has been done considering the particularities of the study area, as well as screening all processes for which information is available, to direct guidelines for the applicability of the lessons learned in the European Macaronesia[3].

The selection of those good practices have been done stablishing a set of criteria (for more detail, see Annex II) based on Macaronesian characteristics derived from previous project analysis of the socio-ecosystem system (García-Onetti et al., 2018) and governance framework (García-Sanabria et al., 2019) of the European Macaronesia. These were:

- Insularity and outermost locations
- High Sea Pockets
- Land-sea interactions
- Cross-border cooperation
- Relevant cross-border strategic sectors in the European Macaronesia: fishing; coastal and marine tourism; maritime transport and port activity; energy; conservation; investigation; and maritime rescue and protection of the sea.

Moreover, the contributions for the good design, execution and, evaluation of an MSP process have been taken into account, as well as being developed to fit into the field through a series of topics more related to the management process (For more information, see Annex II):

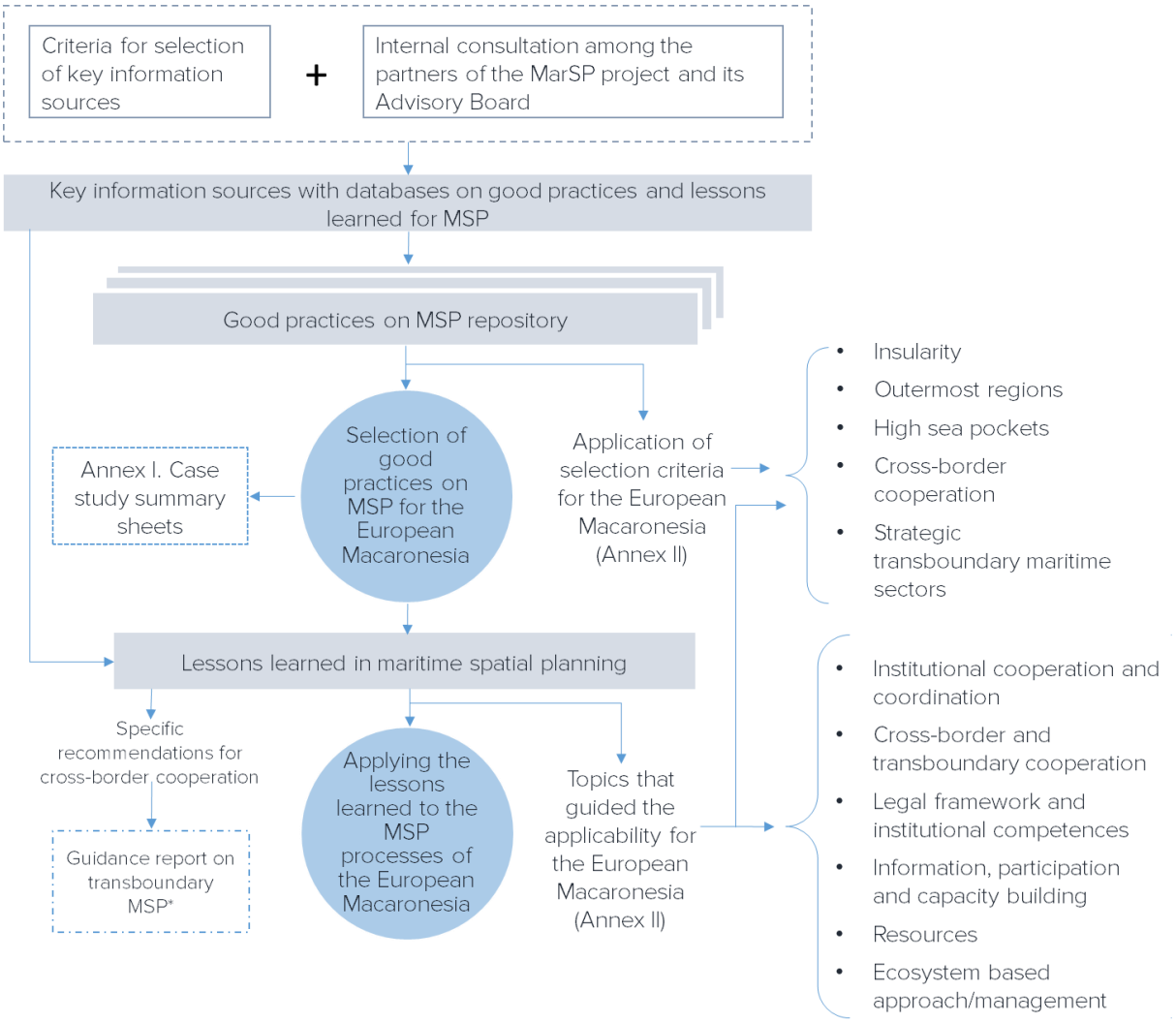
- Inter-institutional cooperation and coordination.
- Cross-border and international cooperation.
- Legal and competence framework.
- Training and information.
- Resources.
- Participation and communication.
- Ecosystem-based approach.

Figure 1 summarizes the methodology that has been followed in this report. It shows the interconnection between each step of the procedures, indicating the relationship between the information, as well as the work criteria used. The report of recommendations for a cross-border MSP

[3] This comment on the applicability to Macaronesia is guided by an in-depth analysis of particular issues based on previous studies such as a diagnosis of the Macaronesian socio-ecosystem (García-Onetti et al., 2018) and another on the marine governance framework (García-Sanabria et al., 2019)

process in European Macaronesia (Pallero et al., 2019), also prepared within the framework of the MarSP Project, should complement this document.

Figure 1. Methodology employed for the development of this report



Note: to consult in more detail the criteria applied for the selection of good practices, lessons learned and applicability in the Macaronesia region, see Annex II. Also, regarding specific recommendations for cross-border cooperation (*), refer to the document "Guidance report on transboundary MSP (Pallero et al., 2019)".

II. What sources of information and databases have been consulted?

To guide the research and selection of key sources of information for the analysis of good practices and lessons learned, the best references and databases were selected considering the following general criteria:

- Those that were of interest to the European Macaronesian MSP processes.
- Those that were related to marine governance and cross-border cooperation.

- Those that were related to aspects that characterize Macaronesia or were carried in similar areas (for example, insularity or outermost locations).
- Those that were compilations of good practices and lessons learned for MSPs drawn from international initiatives and/or comparison of various MSP processes.

The main sources of information and databases that supported this report were:

"Cross-border cooperation in Maritime Spatial Planning"
(Carneiro et al., 2017)

This study was designed to aid the European Commission and the Member States in the implementation of the MSP Directive through the identification of good MSP practices, with a particular focus on cross-border cooperation. The study also developed recommendations to support the promotion and exchange of MSPs at the international level, relevant to the implementation of the International Ocean Governance Agenda of the European Commission. In addition, it is especially relevant for this report as it includes a Global Inventory of Good Practices in MSP ("Global MSP Inventory") which is based, in turn, on information contained in major databases of global MSP processes such as UNEP/GEF-STAP Practical Initiative (UNEP 2017; UNEP and GEF-STAP 2014).

"Lessons Learned: Obstacles and Enablers When Tackling the Challenges of Cross-Border Maritime Spatial Planning - Experiences from Baltic SCOPE"
(Kull et al., 2017)

In the Baltic SCOPE project, maritime spatial planning authorities and regional marine organizations in the Baltic Sea area met for the first time to find planning solutions for cross-border problems and improve maritime spatial planning processes. The main objective of the collaboration was to find common solutions for cross-border maritime planning that led to greater alignment of national plans. In the process, they had to adapt to changing circumstances and scenarios, resulting in valuable lessons learned useful both for policy makers in the region, as well as for others interested in maritime spatial planning, both at Sea Baltic as in other regions.

"TPEA Good Practice Guide. Lessons for cross-border MSP from transboundary planning in the European Atlantic"
(Jay and Gee, 2014)

This project, funded by the European Commission (DG Mare), has developed principles on cross-border cooperation and illustrates the application of these for each stage of the MSP process with practical examples. One of its pilot study areas is the south eastern Atlantic that is shared between Portugal and Spain. This was chosen because it represents a particular overlap with our field of study, as well as being partly directed towards the same authorities and institutions that are responsible for MSP, to whom this report is of great relevance.

Marine Spatial Planning (MSP) toolkit for Large Marine Ecosystems
(GEF LME:LEARN, 2018)

This report aims to provide a practical guide for MSP practitioners through a compilation of examples of good practices, tools and methodologies. These illustrate how to develop each stage of the MSP process with special attention to the development of MSP in large marine cross-border ecosystems. This report is a key resource as it is based on other general databases (indirectly included in this report) that collect good practices at an international level, such as the "Panorama Marine and Coastal Solutions Portal[4]", and at a European level, such as the "MSP Platform[5]" whose main objective is to assist member countries in the implementation of MSP through a repository of practices.

[4] More information at: https://panorama.solutions/en/portal/marine-and-coastal
[5] More information at: https://www.msp-platform.eu/

2. LESSONS LEARNED, GOOD PRACTICES AND APPLICABILITY TO THE EUROPEAN MACARONESIA

Below are the lessons learned from the analysis of good practices, always presented with the same format: a summary of lesson learned; a brief explanation with reference to examples of relevant good practices (summarized in small tables); and, finally, how this lesson can apply to the particularities of the European Macaronesia.

2.1. TRANSVERSAL ISSUES

2.1.1. Ecosystem-based approach

- **Lesson learned 1: To properly implement an ecosystem approach within an MSP process, it is first necessary to explain and translate it properly, establishing clear steps for its application. MSP must consider traditional practices and knowledge, adapting the process to the context where it is operating, otherwise it may have limited application** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Kull et al., 2017).

Developing an ecosystem-based approach, beyond administrative, jurisdictional or sectoral divisions, allows for management to be considered as a single system, regardless of the scale at which the MSP process is developed (Box 1). This is essential because a joint vision of functions, processes and interactions that occur in the socio-ecological system will allow for the anticipation and assurance of adequate sustainable conservation and use of resources in the marine environment (Box 2, Box 3).

This ecosystem vision draws on the combination of traditional sectoral approaches, which must be adequately interpreted and integrated into a joint perspective (Box 4). This process of "interpretation" from sectoral approaches to an ecosystem approach is not simple. Clarity, consistency and guidelines are needed to incorporate and apply this approach practically for an MSP process. To begin with, the lack of shared understanding of the basic principles of ecosystem-based management by the intervening parties can pose significant challenges in terms of the scope of actions, including the integration of the MSP aims (Box 5). This lack of understanding and strategic ecosystem vision when applied in a transversal manner throughout the MSP process, can lead to the application of the ecosystem approach being limited in practice. However, this is predominantly in preliminary phases (Box 6).

There are numerous examples of how to carry out an ecosystem approach in MSP processes (for example, the checklist developed in the Baltic SCOPE process (Ruskule et al., 2017) or the Wadden Sea Management Plan[6]. However, there exist numerous evaluations and reports aimed at specific types of management (e.g. the FAO tool on the application of the ecosystem approach to the management of migratory species[7]). Although there is still a long way to go with regard to the standardization of the ecosystem approach in the management of the marine environment, the steps taken that aid decision-

[6] https://iwlearn.net/documents/28660
[7] https://iwlearn.net/documents/28658

making are consistent with the workings of the environment which requires equilibrium (for example, tool InVEST for decision-making based on natural capital[8]).

Box 1: The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF). GP1

The scope of this initiative proposes a "scientific limit of the coral triangle" according to ecosystem criteria, beyond jurisdictions. This also appears in the Declaration of the leaders of the Coral Triangle to protect marine resources for the well-being of people.

For more information on this initiative, consult File of Good Practice GP1, Annex I, page 52.

Box 2: Lesser Sunda Ecoregion. Designing a resilient network of MPAs - linking coastal and deep-sea ecosystems. GP2

This initiative, based on the recognition that the Ecoregion can become a refuge for marine life and productive fishing in the midst of global climate change. In addition, deep-sea habitats offer unique opportunities for local communities, relating to other economic sectors. In this framework, numerous ecological and sociological evaluations were performed, carrying out a project where the ecosystem approach was present in all phases.

For more information on this initiative, consult File of Good Practice GP2, Annex I, page 53.

Box 3: Saba Bank Special Marine Area Management Plan. GP6

The direct objective of this management plan is to develop and achieve the sustainable use of Saba Bank's natural resources, based on an ecosystem approach that promotes conservation in an equitable manner. The size of the scope described in the plan corresponds to important biodiversity and particularly sensitive areas (Particularly Sensitive Sea Area-PSSA), winning the category of Marine Area of Ecological or Biological Importance (EBSA) and was recognized by the Areas Protocol Especially Protected and Wildlife of the Caribbean (SPAW).

For more information on this initiative, consult File of Good Practice GP6, Annex I, page 57.

Box 4: CCAMLR Commission for the Conservation of Antarctic Marine Living Resources. GP11

The objective of this Convention is the conservation of Antarctic marine living resources. To that end, international cooperation among members must be based on the best available scientific knowledge that supports ecosystem-based management and is incorporated into the decision-making of the Convention. For example, the implementation of the ecosystem-based approach following a precautionary principle for fisheries management. It also states that one of the goals is the establishment of marine protected areas.

For more information on this initiative, consult File of Good Practice GP11, Annex I, page 62.

[8] For more information: https://naturalcapitalproject.stanford.edu/invest/

Box 5: Raja Ampar MPA network. GP3

Based on the different marine protected areas existing in the region (covering different islands) it was proposed to create a network to provide a regional vision with an ecosystem sense, beyond the implications of tri-scalar management (state, region and municipality, additional traditional government structures that cannot be ignored). This network is integrated into a much larger area called Bird's Head Seascape.

For more information on this initiative, consult File of Good Practice GP3, Annex I, page 54.

Box 6: Hawaii Ocean Resources Management Plan. GP9

This plan was designed and maintains a local-regional approach to the management of ocean resources in the islands, based on the recognition of ecological connections between land and sea, the link between human activities and their impacts on the environment, together with the need to improve collaboration and administration in the governance of natural resources.

For more information on this initiative, consult File of Good Practice GP9, Annex I, page 60..

Applicability to the European Macaronesia

In the management of the marine environment in general, and particularly in MSP, the ultimate goal is to improve human welfare. It is therefore essential to establish a link between well-being and the status of the ecosystems, thus maintaining the alleged ecosystem approach. This is of direct application to the Macaronesia region, not only because of the obvious connectivity of the marine environment (the sea currents shared by the three archipelagos, the types of habitats/biotopes throughout the region, migratory species and the numerous marine protected areas that constitute a true amalgam of important ecological processes and functions). Additionally, with regard to pressures and impacts, there is obvious connectivity that has direct affects (for example, a spill in the sea) and indirect effects (through the pressure and change of state of certain habitats and ecosystems) to the entire Macaronesia.

Likewise, the dependence of the main economic sectors on the state of the Macaronesian marine environment makes the ecosystem approach a necessity, not just a desirable objective. For example, fishing (through species of migratory fishing interest such as tuna or black scabbard fish, or dependence on certain habitats for the state of fishing grounds), tourism (with the aspects of e.g. ecotourism, whale watching, fishing or other activities carried out in protected areas spread across the region) or maritime transport (with the inherent cross-border nature in the region and the real and potential effects across borders).

In the joint consideration of economic sectors of Macaronesia, the need to apply an ecosystem approach is recommended because the natural capital from which it benefits or is affected, is either throughout the region, or depends on processes that occur beyond its jurisdictional limits.

The above means that strategically the Macaronesia region should be considered as a management unit, maintaining an ecosystem approach in MSP, whether in a regional process or sectoral planning processes. Maintaining ecosystem-based management, the interactions between uses and activities, as

well as the interconnections and trend projections can be adjusted for the scenarios that arise. However, the task of adapting sectoral management in the Macaronesia and interpreting the diagnoses in a strategic and plausible manner in order to apply an ecosystem approach is not trivial. We are talking about a region whose perspective has been predominantly sectoral (applicable to both Spain and Portugal). This ¨translation¨ is a real challenge: to simplify knowledge of interrelationships of benefits and the functioning of the processes, as well as the connections between pressures and their effects, especially when there is a spatial disconnection. This would allow for better understanding of status, changes, impacts and also gains in Macaronesia.

2.1.2. Communication

- **Lesson learned 2: It is very important to build trust, foster cooperation and avoid misunderstandings through transparency. This leads to fluid exchange of information and the establishment of a common language between the parties involved in the MSP process** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 3: Vertical communication and coordination lines must be developed between the different levels of governance (administrative and planning) as well as horizontal communication and coordination lines between the sectors of interest** (GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 4: Internal discussions should occur and favored, time should be allocated for discussion, mainly in the face of sensitive and important issues such as cross-border issues** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 5: It is important to consolidate communication channels and ensure work structures to develop capacities in a reciprocal manner, defining common objectives and integrating discussion topics at meetings** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014).

One of the first challenges for management and /or administration of a particular area, which must also be maintained throughout, is to ensure that communication between the parties is carried out in a fair, coherent, fluid manner, with a sense of common collective purpose and a context of trust. Therefore, prior to any type of collaboration, coordination or cooperation, it is essential to build trust and understand and respect differences. This should be supported by transparency between the parties (e.g. through the exchange of information), the development of reciprocal and common capacities (the parties can enrich each other's different approaches, or acquire and develop new ones together), and the consideration of various and varied communication channels for participation and joint efforts between all parties (Box 7, Box 8, Box 9, Box 10).

It is equally important to establish and clearly define communication mechanisms from the very early stages and maintain them throughout the MSP process. Firstly, for administrations and authorities involved to integrate and own the process, without which, the implementation and final achievement of objectives could be affected. Secondly, clearly defined communication mechanisms help ensure that the involved parties work effectively and trust is strengthened for the development of the MSP process among stakeholders (Box 11, Box 12). This issue is especially important in multicultural or international contexts, where language barriers also exist (Box 13). For this, it is crucial to agree on a common

language (for example, choosing a language-neutral to the parties such as English) and in communication formulas (symbology understood by all[9], etc.).

How the communication is carried out in each phase, the time devoted to discussion spaces (mainly when dealing with politically sensitive issues), the dialogue channels and the common language will be elements to keep in mind (Box 10). These considerations promote enriching and constructive dialogue and discussion that support the achievement of common objectives.

Box 7: Lesser Sunda Ecoregion. Designing a resilient network of MPAs - linking coastal and deep-sea ecosystems. GP2

The Nature Conservancy-Indonesia Marine Program (TNC-IMP) has been working with national, provincial and district governments, local communities, NGOs and universities, carrying out a wide range of activities and assessments designed within a framework from the beginning, maintaining a context of fluid communication between the parties.

For more information on this initiative, consult File of Good Practice GP2, Annex I, page 53.

Box 8: Hawaii Ocean Resources Management Plan. GP9

One of the three strategic lines of this plan is directly related to communication. It promotes collaboration and administration in the field through training, education and awareness; improves collaboration and conflict resolution; and directs Community-based and field-based Oceans Management projects. It highlights the importance of common understanding to achieve objectives in the Management Plan.

For more information on this initiative, consult File of Good Practice GP9, Annex I, page 60.

Box 9: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

One of the main goals of this plan was to promote economic development linked to the sea while taking into account the aspirations of local communities in a way that was consistent with and complementary to the general economic, social and environmental development needs and objectives of the state.

Throughout the entire process, the best use of the best available scientific knowledge was maintained, while working fluidly with all resource users, researchers, environmental and civic organizations, and local, state and federal government agencies. Likewise, contact and exchanges between authorities were frequent, strengthening lines of communication at all levels, both among those who generated information, and between decision-makers and those affected.

For more information on this initiative, consult File of Good Practice G10, Annex I, page 61.

[9] The proposal of common symbols and legends developed in the HELCOM-VASAB initiative carried out in the Baltic Sea is interesting in this regard. For details, visit the web: http://www.helcom.fi/helcom-at-work/groups/helcom-vasab-maritime-spatial-planning-working-group

Box 10: TPEA. Transboundary Planning in the European Atlantic. GP13

This work describes and develops lines to improve communication in the process of implementing cross-border MSP based on information extracted from pilot cases studied for this project. Likewise, the very development of the initiative with actions through pilot cases, specific actions were performed for the improvement of communication between cross-border MSP process parties.

For more information on this initiative, consult File of Good Practice GP13, Annex I, page 64.

Box 11: CCAMLR Commission for the Conservation of Antarctic Marine Living Resources. GP11

This ambitious Commission has a built in platform for communication, dialogue and agreement, where specific objectives are pursued, but where manuals, scientific summaries and reports are also drawn up in a consensual and discussed manner. Thus, the duties of the commission include joint training, dialogue and coordination to achieve the ultimate goal. This example has the particularity of constituting a huge international process, with many parts and objectives on a large scale.

For more information on this initiative, consult File of Good Practice GP11, Annex I, page 62.

Box 12: EUBSR. EU Strategy for the Baltic Sea Region. GP12

The implementation of the objectives of the EUSBSR is carried out through joint transnational actions, projects and processes (previously discussed and agreed upon) that show the progress of the strategy to serve as pilot examples. The strategy also opens a communication channel where the European Council, the European Commission and the High-Level Group of Macro-Regional Strategies promote dialogue between stakeholders and contribute to the revision and updating of the Action Plan.

For more information on this initiative, consult File of Good Practice GP12, Annex I, page 63.

Box 13: The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF). GP1

Common understanding has been a maxim since the beginning of this initiative. Therefore, in addition to the creation of spaces for discussion and fluid communication, the sharing of progress is constant. An example is a celebration every June 9 of the Coral Triangle Day, creating a meeting, communication and training space for all stakeholders and decision-makers.

For more information on this initiative, consult File of Good Practice GP1, Annex I, page 52.

Applicability to the European Macaronesia

In the context of the outermost location and thus insularity of Macaronesia, communication is of great importance. This determines how relations between the parties are established in a marine region shared by three archipelagos, belonging to two countries of different languages, whose continental territory is also remote. Communication is also essential for the relationships between the parties involved in the MSP process of each archipelago.

The regionalization that exists in both countries (even with differences between Spain and Portugal), makes institutional, governmental and non-governmental relations and communications (with other types of regional organizations and entities) very particular with respect to other cases studied. The archipelagos of the European Macaronesia constitute autonomous communities (in the case of the Canary Islands) or autonomous regions (in the case of the Azores and Madeira in Portugal) with different types of competence distribution (regional and /or national) for different matters that are part of marine governance. Additionally, the outermost character of the three archipelagos gives them a particularity with regard to how powers are exercised, that does not occur in other types of autonomous regions closer to each other and the national administration.

As for existing communications between the administrative institutions with regard to the ocean, it is also particular in the case of the islands. That is to say, the coastal strip of land-sea interaction, in other words the extension of the hydrographic network, makes the entire island coast and, therefore, continuity with the marine environment is direct. This is not exactly reflected in practice in Macaronesia, where there is still a strong spatial and sectoral administrative tradition following the terrestrial model (applicable to the case of the Canary Islands as well as to the Azores and Madeira).

In both countries, communications and type of inter-institutional relations are standardized through laws that define how they coordinate with each other to perform their functions. Communication between countries also takes place within the framework of interaction by neighborhood through numerous sectoral meetings, and, prominently, in meetings such as the Hispanic-Portuguese Summit that is held annually, where relations between both countries are reinforced, and strategic intentions and objectives of mutual interest are stated. However, the idiomatic difference affects communications focused on negotiations of political and strategic matters, as well as those for the development of administration and functions for the practice of marine environment management. Therefore, it is a restriction to bear in mind for the design of communication strategies in Macaronesia. This may be solved, even in part, by agreeing on a common language such as English, as seen in other cross-border initiatives where the parties speak different non-Anglo-Saxon languages.

Likewise, in order to improve communication and joint training of all stakeholders (the multiple levels of administration in the European Macaronesia: regional, national and international need to be considered), major efforts are being made through political meetings: e.g. meetings with leaders of the outermost regions. However, there are also important initiatives that catalyze this joint training and communication, such as relationships arising from the Interred Macaronesia projects and clusters in the region.

2.1.3. Participation

- **Lesson learned 6: The participation process must be well defined and structured, to ensure its correct understanding by all parties. Likewise, it must be flexible and efficient with relation to time and resources, to take advantage of opportunities and overcome difficulties that arise, but also to avoid fatigue and demotivation of interest groups** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 7: It is beneficial to involve the parties from the beginning, with adequate representation of all stakeholders, considering the knowledge they can provide. This also helps raise awareness about the intent and scope of the MSP process** (GEF LME:LEARN, 2018; Jay and Gee, 2014; Kull et al., 2017).

Understanding the benefits and opportunities of participation from early stages is important for the success of a complex process such as that of MSP, even more so when it comes to cross-border processes (Box 14). The representative, plural, dynamic and adapted participation to the social and political-governmental particularities of the field in question contribute knowledge and promotes trust, while also revitalizing and consolidating communication, ultimately favoring implementation (Box 15). However, it is true that the cultural context can determine the degree and manner of participation of the parties in any process in general, and in MSP in particular (Box 16). To manage this, it is important to plan and develop a clear, structured and understood process by all parties. It must also be sufficiently flexible and efficient in terms of the availability of time and resources. This implies considering the logistics necessary for the participation process to be consistent with the scenario.

Likewise, the participation of all the parties involved should be encouraged without fatigue in the process to the stakeholders. For instance, reducing face-to-face workshops, using different media such as telematic meetings, relying on attractive materials that facilitate the transmission of information and offering interesting collateral events as an incentive (such as forums or meetings for companies, conferences with important speakers, opportunity to present themselves or perform "networking", etc.) apart from the main workshop. It is worth mentioning that there are examples of manuals for designing a multilevel participation process in MSP[10].

Box 14: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

As part of the objectives of the Ocean SAMP, there is the promotion of marine-based economic development that takes into account the aspirations of local communities and consistent and complementary to the general economic, social and environmental development needs and objectives of the state. Defining these aspirations involved a participatory process in all phases of the Plan.

Rhode Island has a long tradition of civil society participation, public participation and public access to information on proposed developments and environmental initiatives. In this context, the inclusive participation of interested parties has been fundamental for success and has allowed the development of trust between the different organizations and individuals involved, including those that initially opposed the plan. An example of the need to have a structured and well-designed process, the Ocean SAMP found in its early stages' strong opposition from some of the key stakeholders, particularly fishermen. This

[10] Handbook on multi-level consultations in MSP (PartiSEApate), available at: https://www.iwlearn.net/documents/28651

would have slowed the process and delayed the consent of the Block Island offshore wind farm, which was a key objective of the plan. Early and continuous participation-maintained momentum, commitment, and support throughout an intense two-year planning process. The Coastal Resource Center at the URI, which led the stakeholder participation process, gave Ocean SAMP the technical capacity and credibility necessary to lead a complex multi-stakeholder process.

For more information on this initiative, consult File of Good Practice GP10, Annex I, page 61.

Box 15: The transboundary Grenada Bank & Grenadine Islands. GP4

From 2006 to 2012, the participatory geographic information system (SIGP) (one of the main objectives of the initiative) was created together with a wide range of stakeholders, including: a variety of people working at sea (including fishermen, divers, water tourism, water transport, boat and ferry rental companies), marine management agencies of both countries (including the Fisheries, Planning, Tourism, Environment, Port Authority, Coastal and Forest Guard), communities from the islands of the Grenadines, local and regional NGOs (Sustainable Grenadines Inc., People in Action, Friends of Tobago Cays, EPIC) and the academy (including UWI, St. Georges University, Vassar and Middlebury College). Among all of them, in an interesting participatory process, this important tool for planning was developed, as well as the involvement of all stakeholders in an active, very positive way for the MSP process.

For more information on this initiative, consult File of Good Practice GP4, Annex I, page 55.

Box 16: The Seychelles Marine Spatial Planning Initiative. GP8

This MSP initiative maintains an integrated and multisectoral approach to address climate change adaptation, marine protection and support for the Blue Economy and other national strategies. To this end, the process includes contributions from all major Seychelles sectors, including commercial fishing, tourism and sea charters, biodiversity conservation, renewable energies, port authority, maritime security and non-renewable resources to develop an integrated marine plan with input from stakeholders.

This process is widely detailed, both in the general objectives, and in the different phases, milestones and activities performed within the framework of the plan.

For more information on this initiative, consult File of Good Practice GP8, Annex I, page 59.

Applicability to the European Macaronesia

Again, insularity and the outermost location determine in a decisive way how public participation in an MSP process is developed and carried out. It is also worth mentioning the double insularity due to the dependence suffered by small islands with relation to the already archipelagic nature, and the international character of the Macaronesia region, including the use of different languages: Portuguese and Spanish.

There is a triple distance to consider in the participation of stakeholders and decision-makers:

- The distance between the smaller islands and the islands where management and administration of the autonomous region is centralized. For instance, the displacement necessary to gather participants between the Azores islands: islands of São Miguel, Pico, Faial, São Jorge, etc.
- The distance between the archipelagos. This implies implicit logistics of this distance and isolation in initiatives to gather participants from the Azores, Madeira's and the Canary Islands, regardless of the archipelago that hosts the meeting.
- The distance between the archipelagos and the continent and, again, the logistics necessary to involve actors who come from capital cities (Madrid or Lisbon) or other parts of the country.

This remoteness implies logistics that have to be kept in mind when designing participatory processes. However, this condition has in turn resulted in the use of participatory alternatives, such as virtual meetings, telematic surveys, taking advantage of other framework events for formal and informal meetings, etc. Within the framework of the MarSP project, periodic meetings have been held between the partners and the advisory committee to evaluate the development of the project, which has helped the participation of relevant parties in the implementation of MSP in the region be progressively more fluid.

With regard to how the actors involved in the MSP process of Spain and Portugal participate, there are processes led by different entities: the regional entities such as the Regional Directorate of Sea Affairs (DRAM) of the Regional Government of the Azores, the Regional Directorate of Territorial Planning and Environment (DROTA) of the Regional Government of Madeira, together with the Directorate-General for Natural Resources, Safety and Maritime Services (DGRM) and the Directorate-General for Sea Policy (DGPM), both included in the Ministry of the Sea in the case of Portugal; and the Directorate-General of Sustainability of the Coast and the Sea of the Ministry for Ecological Transition in the case of Spain that coordinates with regional entities. This participation is regulated and detailed in methods and deadlines in the respective normative instruments that transpose and regulate the European Directive for the Planning of Maritime Space.

However, each process is developed in a particular way in each boundary being in this case, those of the Canary Islands, the Azores and Madeira. These processes have been carried out with some differences, which can be assessed in detail in favor of recommendations for participation for future phases of cooperation at the scale of the Macaronesia marine bio-region. In this sense, the different stages of the phases of MSP processes in each archipelago make the participatory processes of Macaronesia and those associated with cross-border cooperation difficult.

On the bi-national participation in marine management and MSP processes in Macaronesia, there are no meetings specific to the MSP process. However, there are meeting spaces (such as the Spanish-speaking Summits[11] or the Atlantic Parliamentary Days[12]) where issues related to marine management are discussed.

[11] More information on the latest summit and official sources: http://www.exteriores.gob.es/Embajadas/LISBOA/es/Noticias/Paginas/Articulos/20181122_NOT1.aspx
[12] More information: http://jornadasatlanticas.com/

Beyond formal participation, Macaronesia does not stand out in general terms for presenting a very active participatory culture of the population in terms of territory governance (include the marine environment in this assertion). Opportunities for meetings, exchanges or participation in matters of public interest are developed in thematic terms where still predominates the division of the participants. Depending on the nature of the meeting, the participants usually belong to a small group of sectors, with low diversity. From the above, it is possible to reflect on the type of space, format and strategy followed in the previous participatory processes in order to improve, and consequently propose, future participation at a more plural, cohesive and productive level for Macaronesia.

Finally, encouraging a culture of participation in general, and promoting the participation of a specific process (such as MSP in Macaronesia, as it concerns us), implies carrying out a strategy where this participation is developed in all phases of the process, and for which the appropriate economic and temporal resources are allocated, not forgetting the particularities of Macaronesia that restrict participation.

2.1.4. Information

- **Lesson learned 8: It is necessary to establish information needs, identifying the priority issues for MSP based on the different interests and conflicts observed. This avoids making data collection an end in itself** (GEF LME:LEARN, 2018; Jay and Gee, 2014; Kull et al., 2017).

- **Lesson learned 9: Establishing common protocols for data collection, analysis and standardization enables the creation of a joint platform. Additionally, specific agencies responsible for guaranteeing the exchange of information throughout the MSP process and between the parties involved should be established** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014; Kull et al., 2017).

Information management is one of the transversal issues that enrich all stages of the MSP process. Start and maintain a holistic planning perspective throughout the phases, based on reliable, comparable and updated knowledge about the system, current maritime uses, activities and trends is vital. This is particularly true for cross-border management areas where it is necessary to identify and visualize the dynamics that occur across administrative-legal boundaries (Box 17) and whose information often comes from very diverse sources.

Not only is it important to conduct a good survey of information, but to ensure that it can be shared and understood by the rest of the parties. For this, it is necessary to establish common protocols (including methodologies for collection, categorization and evaluation of data) for information exchange between different countries.

Box 17: CCAMLR Commission for the Conservation of Antarctic Marine Living Resources. GP11

In compliance with the Convention and among the tasks assigned to the Commission, manuals, scientific summaries and reports are prepared for decision-making that subsequently affect all parties. Due to this binding nature, the basic information on a project should highlight the important issues

defined as objectives, as well as guaranteeing consensus and exchange of data, based on the best available scientific information (internationally relevant, verified, updated and standardized).

For more information on this initiative, consult File of Good Practice GP11, Annex I, page 62.

Box 18: Raja Ampar MPA network. GP3

The objective of this project was to provide a set of decision-making tools to support the development of multi-use zoning plans for the AMA network of Raja Ampat in West Papua. With the declared network of marine protected areas, local communities are now using ecological and socioeconomic data collected for the development of zoning, as well as their traditional ecological knowledge, to develop plans for each of the MPAs in Raja Ampat.

For more information on this initiative, consult File of Good Practice GP3, Annex I, page 54.

Box 19: The trans-boundary Grenada Bank & Grenadine Islands. GP4

From 2006 to 2012, this participatory geographic information system (SIGP) was created together with the participation of a wide range of stakeholders. This unique information system has been created to integrate sea-based knowledge and provide people with more complete information for coastal and sea planning and management. This information can be used to highlight important areas such as: critical fishing habitats (essential fish habitats, breeding areas, endangered species); areas of high biodiversity; important marine ecosystems (mangroves, sea-grasses and coral reefs); Areas of great cultural and recreational importance; Important areas for fishing, maritime tourism, navigation and maritime transport. Areas of terrestrial sources of pollution, human threats and possible conflicts of use of space.

For more information on this initiative, consult File of Good Practice GP4, Annex I, page 55.

Box 20: Barbuda Blue Halo Initiative. GP7

To obtain the main results of this initiative (comprehensive zoning map; new fishery management regulations; scientific monitoring program; etc.), the initial information - the strategic information to achieve the objectives - as well as that necessary for the implementation of the initiative to be viable, were essential pillars.

In addition to baseline information, the results that were obtained, the publication and feedback of said results as information in the MSP process, constitutes an important strategy for continuous improvement and is an example of collection and use of information obtained in the initiative.

For more information on this initiative, consult File of Good Practice GP7, Annex I, page 58.

Applicability to the European Macaronesia

The fact that Spain and Portugal are implementing the Maritime Space Management Directive (MSP Directive) and Marine Strategy Framework Directive (MSFD), requires the collection of a significant amount of updated information. There are also European reports, such as the potential of the Outermost

Regions for sustainable Blue Growth[13] (European Commission (EASME), 2017) where you can find important references of a regional vision for Macaronesia, or the recently published "The EU Blue Economy Report[14]" (European Commission, 2019).

It should be noted that the research institutions that performed their studies in Macaronesia and the corresponding ministries have numerous and important documentary and information sources. From a regional point of view, research in Macaronesia has numerous antecedents with frequent collaboration and cooperation of various entities and research groups; between archipelagos and countries (a network of researchers and collaborating entities). Not only are there elements of interest for present and future research in the region, but there is also a common framework that facilitates this confluence and the possibility of establishing synergies, such as specific ways of cohesion, collaboration and cooperation in cross-border and specific areas for the region (specific funds for Macaronesia such as INTERREG-MAC of POMAC, etc.). Likewise, the common European framework, both in the determination of regulatory requirements generates the gathering of information on the environment and collaboration between parties and neighbours (Good Environmental Status in the Marine Environment listed in the MSFD, for instance). A framework for the promotion and standardization of data (for example, the GUIDED Directive) also exists that leads to constant communication, with an aim of improvement for the marine environment in general, and for Macaronesia in particular. The initiative is mentioned within the MarSP project for the adaptation of the INSPIRE Directive for the marine environment[15], which facilitates the standardization of spatial data, which is of great use for the management of the marine environment in a trans-boundary environment.

Furthermore, numerous initiatives have gathered information. However, it is often the case that it is not properly disseminated, or is not public. This is the case of numerous initiatives developed in the periods of implementation of the INTERREG 2000-2006 and 2007-2013 Programs. The project financing period of the INTERREG-MAC 2014-2020 Program is currently in process.

It is also worth mentioning that there is still much information of interest to marine governance in Macaronesia that is sparse or inaccessible. With relation to applicable updated regulations (some sectors, such as fisheries, which have numerous information available, have to deal with a lack of transparency from other sectors such as security, transport, mining at sea, etc.), there is no compendium of rules and documents that apply to MSP in the Macaronesia region, nor at the state level of Spain or Portugal (the information is scattered in the respective ministries, institutions or information portals).

As for non-formal, traditional or other sources of information, it is difficult to collect, as it requires enormous effort and resources (mainly temporary) to have data and information sources that meet the requirements of an MSP process, especially in a cross-border area such as Macaronesia.

[13] European Commission (2017). Realizing the potential of the Outermost Regions for sustainable blue growth. Publications Office of the European Union. Luxembourg. Available at: https://publications.europa.eu/en/publication-detail/-/publication/029afe70-a725-11e7-837e-01aa75ed71a1/language-en

[14] European Commission (2019). The EU Blue Economy Report. 2019. Publications Office of the European Union. Luxembourg. Available at: https://prod5.assets-cdn.io/event/3769/assets/8442090163-fc038d4d6f.pdf

[15] For more information: http://marsp.eu/result/15

2.1.5. Co-ordination and co-operation

- **Lesson learned 10: Promote and maintain interaction and commitment among those interested in the MSP process, mainly in cross-border contexts. This can be fostered through permanent coordination and cooperation frameworks, accepted and legitimized by all parties, though, by example, of the creation of organs or mechanisms and / or the adaptation of existing ones** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014; Kull et al., 2017).

- **Lesson learned 11: To address management challenges in waters beyond national jurisdiction (ABNJ) it is necessary to establish mechanisms or tools for decision-making between the countries involved** (Carneiro et al., 2017).

- **Lesson learned 12: Land-sea interactions must be taken into account in the MSP processes, considering the extension of powers of the authorities of the land plans and activities towards the sea, and the coordination of existing coastal management instruments with the marine** (Carneiro et al., 2017).

It is important to keep in mind from early stages the identification of the points of conflict (existing or potential) as well as the synergies between the parties. Based on this assertion, is crucial to create any framework for interaction and debate between stakeholders and decision-makers to coordinate planning in a coherent and equitable manner (Box 21). This should be taken into account from stages prior to the development of the plan so that coordination is properly adapted and maintained throughout the entire process. In the case of border areas, it would be desirable for this to be considered even before the parties have started the process to facilitate the existence of a commitment between the parties, especially those with experience in MSP decision-making. It should continue during planning as well as subsequent implementation in national jurisdictions and in binational issues of marine governance.

In cross-border areas, the existence of a third-party or established body, can help consolidate coordination and cooperation (Box 22, Box 23). Co-ordination efforts are more robust in the face of possible changes in participating institutions and/or entities, due, for example, to changes in government, or specific discrepancies that may arise between some of the parties. Here are a few examples: the creation of a secretariat to coordinate the MSP process in each region; a coordination entity between government counterparts in a cross-border environment; an information coordinating body that manages the participation of all stakeholders. A good case study that exemplifies the above idea is the Secretariat created for the Regional Environment Program for the Pacific (SPREP, see Box 24).

It is important that these types of mechanisms or organisms are permanent for the duration of the entire process (Box 25). In the case of areas beyond national jurisdiction (ABNJ), defining the decision-making process in a sound and specific manner within the cross-border and international context (including possible jurisdictional dilemmas) is essential, albeit challenging, for the fulfilment of agreements and set aims (Box 26).

It is also important to bear in mind any existing cooperation mechanisms (whatever the scope of the MSP process: regional, national or cross-border) to consolidate the proposed initiatives and ensure that they are developed and not fed into a system that favours inertia. The cooperation structure must be able to support progress for the implementation of MSP. This is also applicable in terms of competences and

legal frameworks between land-coast-sea, for instance, the process should determine the scope and achievement of aims. Occasionally, it has been the case that adapting existing mechanisms or agencies helps build greater confidence and commitment, while simplifying consensus processes (Box 27). This issue must be considered jointly with resources, communication and participation in the MSP process.

Box 21: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

In Rhode Island, state and federal agencies conferred the Ocean SAMP in CRMC to a coordinating authority. It was decided that through a specific agreement with the neighboring state of Massachusetts, the coordination of the Area of Mutual Interest to be explored by the two states also be assigned to the coordinating authority. As an example of some rather remarkable results of this arrangement, the plan included the creation and consolidation of coordination tools and mechanisms for planning different activities present in the field.

For more information on this initiative, consult File of Good Practice GP 10, Annex I, page 61.

Box 22: CCAMLR Commission for the Conservation of Antarctic Marine Living Resources. GP11

Within the framework of the application of this Convention, cross-border cooperation is achieved through the joint management of common waters by all members of the CCAMLR Convention and collaboration with States with maritime areas that are within the area of CCAMLR.

Primary coordination for the joint management of common waters (high seas) by all members takes place, but there also exists a "secondary" coordination because the maritime areas of the coastal Member States are within the CCAMLR area, and should therefore also consistently assume and incorporate the objectives and conditions of the Convention.

Upon entry into force of conservation measures, Members are obliged to fulfill the obligations contained in those measures. This will often require them to incorporate conservation measures into their own legislation. The eleven acceding States are also linked to the Convention and its conservation measures, but are not entitled to participate in the decision-making process. Nor are they required to make annual contributions to the budget. States whose sub-Antarctic islands are included in the CAMLR Convention area may choose to exempt maritime areas adjacent to their islands from the scope of conservation measures.

For more information on this initiative, consult File of Good Practice GP 11, Annex I, page 62.

Box 23: EUBSR. EU Strategy for the Baltic Sea Region. GP12

The European Council, the European Commission and the High Level Group of Macro-Regional Strategies take the main political role in this Strategy. They consider the Strategy within the relevant political initiatives, promote dialogue between stakeholders and contribute to the revision and updating of the Action Plan.

The general coordination of the Strategy is based on the Coordinators of the Policy Area and the Focal Points of the Policy Area, as well as the Horizontal Action Coordinators and the Horizontal Action Focal Points. They are responsible for the implementation of the necessary measures to guarantee the success and visibility of the Strategy. At an operational level, there are different programs and agencies

involved in the Strategy. The Strategy includes Programs under the EU Cohesion Policy, as well as the European Neighborhood and Partnership Instrument (ENPI) programs and other financial instruments, for example, the European Investment Bank. Within the strategy itself, there is a document with more detail on roles and responsibilities

For more information on this initiative, consult File of Good Practice GP 12, Annex I, page 63.

Box 24: Secretariat of the Pacific Regional Environment Program (SPREP). GP5

This initiative is a well-established formal process that has a clear infrastructure for prior cooperation. The Secretariat (SPREP) is the key intergovernmental organization for the environment and sustainable development of the region, and is one of the intergovernmental organizations that makes up the Council of Regional Organizations in the Pacific (CROP). Under the Agreement, the purposes of SPREP are to promote cooperation in the South Pacific Region and provide assistance to protect and improve the environment and ensure sustainable development for present and future generations.

A wide range of cooperation mechanisms was also identified, such as the establishment of a "social infrastructure" to foster conditions for effective cooperation (such as mechanisms for information exchange and good practices used by SPREP). Derived from this framework (always promoted by the Secretariat and with the support of the institutions), the instruments for pursuing the ultimate goal have been developed, such as directives to carry out an environmental impact study on tourism in the region, a Plan for marine litter, etc.

For more information on this initiative, consult File of Good Practice GP5, Annex I, page 56.

Box 25: The Coral Triangle Initiative on coral Reefs, Fisheries and Food Security (CTI-CFF). GP1

The Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) is a multilateral association of six countries that work together to maintain marine and coastal resources. It is the first multilateral cooperation initiative of its kind. It focuses on food security through the sustainable management of marine natural resources, taking into account the impacts of climate change. The CTI-CFF was formed in 2009 and its members include the governments of Indonesia, Malaysia, Papua New Guinea, the Philippines, Solomon Islands and Timor-Leste (the "CT6") representing the trustees of the Coral Triangle area.

It consists of five working groups and works on cross-cutting issues such as Capacity Development, the Women Leaders Forum (WLF), the Local Government Network (LGN) and the Regional Business Forum (RBF).

For more information on this initiative, consult File of Good Practice GP1, Annex I, page 52.

Box 26: The trans-boundary Grenada Bank & Grenadine Islands. GP4

This initiative, given the objectives set and the socio-environmental and political context of the field, considers cross-border cooperation at a sub-national level between islands. In addition, potential cooperation is included when those beyond national jurisdiction (ABNJ) are considered. Additionally, prior to the design of the zoning and planning, one of the pillars was the cooperation between the parties to start the preparation process.

For more information on this initiative, consult File of Good Practice GP4, Annex I, page 55.

Box 27: The Seychelles Marine Spatial Planning Initiative. GP8

The Seychelles Marine Space Plan Initiative (MSP) is a government-led process, with planning and facilitation administered by The Nature Conservancy (TNC) and TNC Canada in partnership with the Government of Seychelles and the Program Coordination Unit UNDP GEF.

For more information on this initiative, consult File of Good Practice GP8, Annex I, page 59.

Applicability to the European Macaronesia

For the European Macaronesia, the existing bilateral agreements between Spain and Portugal constitute one of the main cross-border cooperation and coordination links, whether it be for general political issues, or more specific issues such as those that are economic or sectoral in nature. For specific matters, such as fisheries, they constitute an important link in the set of measures and mechanisms that promote cross-border cooperation between neighbouring countries for MSP and the preservation of human welfare in the region. This sector issue is a good starting point (for its trajectory and relevance) on which to learn and develop the necessary mechanisms for MSP. Likewise, the declaration of intentions within the framework of the Hispano-Lusa Summit is an opportunity to progress in matters that are directly linked to cross-border cooperation in the area of Macaronesia, and which will be decisive for the MSP of the region. Analysis on coordination and cooperation in maritime matters in Macaronesia will be specifically addressed in the report on cross-border cooperation and recommendations for Macaronesia.

With regard to the implementation of MSP processes, these would benefit from the use of a variety of existing international frameworks, which take advantage of their respective mandates and groups. There are opportunities for collaboration between the European Commission (EC) and United Nations agencies, intergovernmental organizations and non-governmental organizations. A possible role for the EC could be the facilitation of global harmonization and coherence between MSP platforms and the institutions that drive them. This would promote a more coherent and effective guide for the development and implementation of MSP. It will be possible to detail the implications (when they have them) of these conventions in the Macaronesian area in greater depth (reports, updates, contributions, meetings, etc.) to understand the importance of context, linking the points of interest and connecting all signatory countries.

The relevance of these types of trans-national integrative structures and instruments are of relevance to Macaronesia as an outermost region. Outermost regions are subject to EU legislation and all rights and duties associated with EU membership, with the exception of cases with specific exemptions or measures. In accordance with Article 349 of the Treaty on the Functioning of the European Union (TFEU), specific measures are taken to address the specific challenges facing the outermost regions. In particular, the management of fishing fleets in the outermost regions (ORs) is addressed including several measures of interest to the fishing fleets of the ORs. They emphasize the exclusive rights of access in the 100 nautical miles from the baselines of the ORs, the fishing opportunities under the agreements negotiated with third countries in North and West Africa and the creation of a specific advisory council for those regions, which did not exist within the framework of the previous Common Fisheries Policy (CFP) (Benoit, 2017).

Likewise, and following the philosophy of creating complementary transnational structures, clusters can be constituted. In the case of Macaronesia, there is progress in this regard that could benefit cross-border cooperation processes in the marine environment. For example, the Clustering Mac (Intercluster Cooperation for the Internationalization and Innovation of Companies in Macaronesia) and the declared intention on the part of the governments of the Macaronesian archipelagos to formalize in 2019 the Blue Economy Cluster of the Macaronesia.

Finally, it should be mentioned that there is currently no mechanism or coordinating body for the implementation or synchronization of the MSP processes in Macaronesia. Although the Azores and Madeira have already begun the development of their respective plans in the national process, the Canary Islands, in the Spanish context, are at an earlier stage. This is something that could be used to propose some type of support structure for early cross-border cooperation. In the development of the MarSP project, a series of outstanding issues have been highlighted to improve coordination and cooperation in Macaronesia through a participatory process. Thus, the different interest groups consulted in the processes highlighted[16] the following as being the main challenges for such cooperation in the European Macaronesia: the different legal frameworks and institutions; the fact that each country looks after its own interests; a lack of resources; a lack of control and supervision of illegal activities; a lack of communication between interested parties; and a lack of information exchange. Conversely, the best valued opportunities for cooperation were: joint conservation projects and shared marine protected areas; sharing of information and cooperation in the search for solutions to common problems; the standardization of information collection with common indicator systems that allow for comparing results; joint border surveillance, rescue, control projects; joint projects of regulation and management and zoning of uses and activities.

[16] It refers to the participatory processes carried out within the framework of the MarSP project, where surveys of participating interest groups were conducted on different issues related to cross-border cooperation in Macaronesia. For more information, consult the report on Recommendations for cross-border cooperation (Pallero Flores et al., 2019).

2.1.6. Resources

- **Lesson learned 13: consistent formal and informal financing and resources are required. They should be maintained over time for all phases of the MSP process, including the establishment of a specific common measures phase (inter-administrative or across borders) with a needs analysis done for its implementation** (Carneiro et al., 2017; GEF LME:LEARN, 2018).

Time, human and economic resources are particularly essential for MSP (even more in cross-border contexts). From the pre-planning phases, as well as throughout the whole process, it is necessary to identify basic needs so that the process can be developed, as well as trying to obtain sufficient institutional support and consensus to ensure that the resources for the process are not compromised due to possible changes in the context of the scope (mainly political-administrative and socio-economic) (Box 28).

One of the main points that is often not properly considered is the anticipation of time scales, deadlines and the identification of time periods necessary for each phase of the process. This can greatly determine the implementation and consequently the success of the objectives set out in the MSP process. For example, information gathering, deadlines for compliance with the regulations that may affect, political and / or administrative changes foreseen in the work period, etc.

Secondly, human resources are necessary to meet each of the needs described in the actions and measures of each phase. This point is usually related to the economic resource. Economic or financial resources are the fundamental support that must be proportional, coherent and continuous throughout all phases of the process. However, specific economic resources are not always available for the implementation of MSP, this being even more complex in cross-border contexts (Box 29). However, although it is appropriate that there are formal and constant support mechanisms and incentives for MSP, support should also be given in a timely manner, whether it be formal or informal, for the establishment of specific measures.

Considering an MSP process is multidisciplinary, multi-scale and multi-institutional from the beginning, it is possible to analyze in detail the different types of resources required to meet the expectations of the field and interest groups. All this must be accompanied by an alternative strategy and scenarios in order to guarantee the fulfillment of the proposed objectives.

Box 28: The Seychelles Marine Spatial Planning Initiative. GP8:

One of the objectives of this initiative was the development of a strategy of resources for long-term implementation, as well as financial solutions that create new ways to channel private investment into sustainable development. While international funding has supported the planning phase of many MSP processes, in many regions it is proving difficult to collect and maintain the necessary funding for the implementation of MSP. Innovative solutions that must be shared are being developed. For example, with the "debt-for-nature swap", the Government of Seychelles has financed MSP in its EEZ through a debt exchange for conservation and climate adaptation, including coverage of 30% of MPAs, with financing for the implementation of conservation and adaptation activities through a local Trust Fund. In addition, the 'Blue Bond' of the Seychelles Government will raise funds to implement fisheries management plans and specifically address overfishing by encouraging a shift towards post-harvest and

value chain activities. Both initiatives are integrated and are expected to give substantial sustainability results over time.

For more information on this initiative, consult the File of Good Practice File GP 8, Annex I, page 59.

Box 29: EUBSR. EU Strategy for the Baltic Sea Region. GP12

The specific implementation of the objectives of the EUSBSR are carried out in joint transnational actions, projects and processes. Flagships are projects and processes that demonstrate the progress of the EUSBSR and can be used as pilot examples for the desired change.

At the operational level, there are different programs and agencies involved in the Strategy. It includes Programs under the EU Cohesion Policy, as well as European Neighborhood and Partnership Instrument (ENPI) programs and other financial instruments, for example, from the European Investment Bank.

For more information on this initiative, consult File of Good Practice GP12, Annex I, page 63.

Applicability to the European Macaronesia

Particularly with MSP, the process is determined in terms of time by the Directive itself. This does not imply that both Spain and Portugal are in equal phases of their implementation. However, general guidelines for developing the plan are common to both.

On the part of Portugal, there is a big difference between the current MSP process and the marine governance scenario prior to the Directive when compared with the development it has had in Spain. This implies that the length of time dedicated to the different phases of the process have been very different in both countries (there is more experience in the case of Portugal).

Regarding time dedicated to the implementation of the Directive and how each of the phases have been or are being developed, an assessment cannot yet be issued since both countries are still officially in the planning phase.

Regarding human resources, it is worth mentioning that there are also differences between the two countries, since these are determined in turn by the responsibilities acquired by the institutions to develop the MSP process, as well as the responsibilities assigned regarding maritime matters. While in Portugal there is a greater specificity of the institutions responsible for the affairs of the sea (with exceptions for the Azores and Madeira), in Spain, the institutions responsible also have a wider range of responsibilities and actions in matters of the marine area and the environment, without necessarily implying specific human resources for the MSP process[17]. Therefore, the foregone implies that the

[17] For more information, see the section corresponding to the applicability in Macaronesia of section 2.2.1 "Analysis phase of present and future conditions" below.

available human resources may be affected by the institution responsible for the development of the process.

In the same manner, it is important to analyse the economic resources destined to the process of marine spatial planning from the initial stages. In order to have this information, it would be necessary to have knowledge of budget items allocated to the competent bodies for the performance of the specific functions of the process. In the particular case of the MSP Directive, it was not accompanied by financial means for its implementation in the member countries.

However, economic resources can also be considered through the European route, to the extent that initiatives and projects are developed that formally support (destined for institutions or to encourage the work of organizations in matters related to the MSP or marine governance) and informally (through projects that strengthen the MSP process by institutions or non-governmental actors). In this sense, there are several notable initiatives supported by European funds, such as the MarSP project or the PLASMAR, among others.

2.2. ISSUES ASSOCIATED WITH THE MSP PROCESS

Despite the approval of the Situation MSP Plan of Madeira on September 2019 according to regional MSP authority (DROTA), the MSP process follow different rhythms in the Azores and the Canary Islands and in both cases the MSP Plans continue to be developed. Thus, issues and opportunities drawn from the lessons learned could be applied during the current MSP processes of the different archipelagos. There is no intention here to evaluate or compare the different national processes of marine spatial planning, whose responsibility lies with the different competent authorities in each case.

2.2.1. Analysis phase of present and future conditions.

Before developing an implementation plan for MSP, it is essential to analyse and understand the context in which it will operate. According to the IOC-UNESCO MSP step-by-step approach to MSP (Ehler and Douvere, 2009), two types of outcomes must be obtained from two steps of analysis. Firstly, an inventory which "is a means of gathering information on the current status of the coastal and marine environment. Its purpose is to bring together a wide range of baseline information. An inventory should also take account any obvious trends and developments to be able to assess spatial pressures at a later stage of the planning process". Secondly, "a spatial sea use scenario provides a vision that projects the future use of marine space based on a core set of goals, objectives, and assumptions about the future". There are several lessons learned that stand out for their relationship with this planning stage:

- **Lesson learned 14: It is essential to analyse and be clear about the governance framework that will be defined by legal instruments and political priorities that establish responsibilities (competencies), as well as understand the governance structures, their operation and the scope of the process of Marine spatial planning** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 15: Jurisdictional conflicts within or between countries must be taken into account in marine spatial planning** (Jay and Gee, 2014).

- **Lesson learned 16: The MSP process to be developed has to adapt into the specific marine governance framework of the country, just as cooperation mechanisms have to with the governance frameworks of neighboring countries** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Kull et al., 2017).

- **Lesson learned 17: In cross-border contexts, it is useful to develop scenarios based on a flexible approach based on relevant issues** (GEF LME:LEARN, 2018; Jay and Gee, 2014).

MSP cannot respond to all management problems and conflicts that occur in the marine environment. In fact, different degrees of success have been observed from the experiences examined in this study, and lessons learned on how to address the issue of context analysis are drawn from each. Often, conflicts do not relate so much to where the process takes place, but to how (Box 30, Box 31).

In this sense, although MSP can address the spatial dimension of these problems, supporting and implementing management change measures within the framework of maritime sector governance, is the responsibility of the different regulatory authorities, and depends on the legislative framework and

government structures of each country (Box 32). Therefore, one of the first steps is to have a clear understanding of the legal framework and its instruments, of governmental and administrative structures and to understand how decision-making, administration and management of the maritime sectors are developed at each administrative level within the scope (as for example, in the case of analysis developed for the Celtic Sea).

It is necessary to consider and adapt any MSP initiative to the rules governing the decision-making already established in national and regional frameworks so that they are sound and context-specific (Box 33, Box 34). It is this essential to keep in mind political priorities as well as the distribution of competencies and responsibilities of the different actors, governmental and non-governmental (Box 35).

This can be lead to a case-by-case approach from the preparatory stages (Box 36). A successful process in one context may not be viable in another, even if they have common elements a priori. The context underlying the governance of the marine environment must be specifically considered and adapted to the MSP process accordingly. Cross-border cooperation between the parties on existing mechanisms within the possibilities of the different governance frameworks should also be established.

In the case of a cross-border MSP process, it is especially important to take into account the governance framework. On the one hand, both national and international instruments will determine the extent to which certain marine areas can be jointly governed. On the other hand, the administrative structures of government within each jurisdiction will guide what may well be the most appropriate level of cooperation.

For cross-border MSP processes, in addition to jurisdictional aspects, it is essential to identify and visualize the cross-border dynamics of the area to be planned. Thus, the scope of the cross-border MSP process must be decided and agreed between all intervening countries. To this end, the lessons learned recommend that these areas be established to cover the most relevant issues, the different points of view of interest groups, and take into account cross-border patterns of activities, aspects of governance and geographical characteristics. (Box 37).

Box 30: Secretariat of the Pacific Regional Environment Program (SPREP). GP5

Some of the main objectives of this Secretariat are: to address the present and future local needs (mainly related to fishing and tourism); address national objectives (10-30% of national protected waters for 2012-2020 depending on the country); compliance with regional commitments (Pacific Plan, Oceanscapes framework, PIROP); fulfill national commitments in the application of international agreements (BDC, CITES, CMS, etc.). The international context was therefore taken into account to define the who, what, where, when and how of regional commitments and goals when organizing the functions and implementation for specific objectives for the region.

Derived from this framework (always promoted by the Secretariat and with the support of the institutions) numerous tools have been developed that pursue the ultimate goal. For example, directives to carry out an environmental impact study on tourism in the region, a plan for marine litter, etc., all adapted to the government framework itself.

For more information on this initiative, consult File of Good Practice GP5, Annex I, page 56.

Box 31: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

Prior to this plan Rhode Island had, a tradition of civil society participation and public access to information related to different environmental initiatives. This has been crucial when it came to building trust between the parties involved.

Likewise, the reluctance of certain groups in the phase prior to the development of the plan (for example, fishermen against other initiatives in the area) were also decisive for the proposal and planning of the Ocean SAMP. Conversely, the long history of positive cooperation between the Coastal Resources Management Council (CRMC) of Rhode Island and the University of Rhode Island (URI), led the stakeholder participation process, and gave Ocean SAMP the technical capacity and credibility needed to lead a complex multi-stakeholder process.

For more information on this initiative, consult File of Good Practice GP10, Annex I, page 61.

Box 32: Lesser Sunda Ecoregion. Designing a resilient network of MPAs - linking coastal and deep sea ecosystems. GP2

Involving and coordinating four government bureaucracies in four separate provinces proved to be a great challenge in this initiative. The representatives were identified for each local administration. In addition, it was necessary to bear in mind that the representatives and stakeholders of the local community had different levels of technical capacity, understanding and organization.

Likewise, the results of the Indonesian national elections in 2014 also affected the implementation of the program. Among other issues, for example, the newly elected president established a new governmental structure, merging the ministries of environment and forestry. Under law no. 23/2014, the regional authority moved from district to provincial level. These rearrangements meant that the follow-up of the designation of MPAs had to be consulted again at the provincial level. Also, for example, the capacity and number of personnel in the districts changed, so the conditions for the implementation of the program had to be reconsidered for the successive phases.

For more information on this initiative, consult File of Good Practice GP2, Annex I, page 53.

Box 33: Saba Bank Special Marine Area Management Plan. GP6

This Management Plan was developed under the Nature and Environment Policy Plan (NEPP) of the Netherlands Antilles and implements the National Nature Policy Plan. It is therefore part of a national policy, which is a key fact for the design and scope of the Plan. Likewise, the implementation of international agreements such as the Convention on Biological Diversity, determined that the area was declared a Marine Area of Ecological and Biological Importance (EBSA) and was recognized by the Protocol of Specially Protected Areas and Wildlife of the Caribbean (SPAW).

The development of the Management Plan to later designate it as a National Park, implies that the initiative is framed in a more ambitious and greater action plan, with national significance. In this regard, the social context determined how the process began, considering one of the drivers since 1987 of environmental protection was The Saba Conservation Foundation.

Additionally, in 2013 the Nature Policy Plan of the Caribbean Netherlands was published. This is a plan for all Dutch islands in the Caribbean. In this case the plan is for the terrestrial environment, but considers the marine areas to be protected. This demonstrates how land management plans are implemented also conditions the management of the marine area.

For more information on this initiative, consult File of Good Practice GP6, Annex I, page 57.

Box 34: Hawaii Ocean Resources Management Plan. GP9

The Hawaii Ocean Resource Management Plan (ORMP) is a state plan that sets the state priorities for ocean and coastal resource management. The ORMP supports the effective administration, charitable use, protection and development of the state coastal zone. This includes all state lands, the area that extends from the coast to the sea as far as the limit of the police authority, including the territorial authority of the United States sea. The ORMP is, therefore, an important component of the State Coastal Zone Management Program (CZM).

Likewise, the goals and action plan are related to the objectives of the PROP (Pacific Regional Ocean Partnership), a voluntary association between the Governors of the US Pacific Islands Region. In this sense, even though the plan is for Hawaii, it considers cooperation with other Pacific islands, proposing a much broader scope.

For more information on this initiative, consult File of Good Practice GP9, Annex I, page 60.

Box 35: The Coral Triangle Initiative on coral Reefs, Fisheries and Food Security (CTI-CFF). GP1

In 2009, recognizing the critical need to safeguard marine and coastal resources in the region, Indonesian President, Yudhoyono inspired other leaders in the region (Malaysia, Papua New Guinea, Philippines, Solomon Islands and Timor-Leste) to launch the Coral Triangle Initiative on coral reefs, fisheries and food security (CTI-CFF) through the signing of the Leaders Declaration. The agreement established: an association of the six countries together with NGOs to manage transboundary resources and strengthen and align existing marine governance and spatial planning; cross-border collaboration; primary nation-to-nation alliances; and secondary alliances from nation to province. Likewise, in line with these alliances, in 2014 the Regional Secretariat of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) was established.

For more information on this initiative, consult File of Good Practice GP1, Annex I, page 52.

Box 36: EUBSR. EU Strategy for the Baltic Sea Region. GP12

The action plan of this strategy includes 13 policy areas and 4 horizontal actions, which represent the main areas in which the EUSBSR can contribute to improvements, either by addressing the main challenges or taking advantage of the key opportunities in the region. The particular characteristics of the Baltic Sea, where interests and actions impact on a regional and cross-border scale, defines context and relations between the countries involved prior to the plan being initiated. Member States and National Coordinators involved in the Strategy are involved at all levels by having active political commitment,

encouraging stakeholder participation and ensuring the visibility of the EUSBSR within their countries. The fact that the European Union has a leading and integrating role also conditions its design.

For more information on this initiative, consult File of Good Practice GP12, Annex I, page 63.

Box 37: CCAMLR Commission for the Conservation of Antarctic Marine Living Resources. GP11

Starting from a common problem, this Convention emerges as a multilateral response to the concerns that arose from a lack of common regulation and the over-exploitation of certain resources in the Southern Ocean. Upon entry into force of conservation measures, Members are obliged to fulfill the obligations contained in those measures, whose benefits are reported within a global context.

For more information on this initiative, consult File of Good Practice GP11, Annex I, page 62.

Applicability to the European Macaronesia

With respect to marine governance frameworks, each country has its own governance structures and distribution of competencies that influence the governing of national marine territories and affect cross-border cooperation in the area of Macaronesia.

In the first place, we observe that the competent authorities in MSP processes are at different administrative levels. In the Portuguese case, apart from the national authority (General Directorate of Natural Resources, Security and Maritime Services- DGRM), the regional authorities of the Azores (Directorate-Regional of Sea Affairs, DRAM) and Madeira (Directorate-Regional of Territorial Planning and Environment- DROTA) are responsible[18] for developing (jointly with the State) their MSP Plans up to the 200 nautical miles corresponding to their EEZ[19]. In the Spanish case, responsibility for MSP processes is only at the national level (General Directorate of Sustainability of the Coasts and the Sea, within the Ministry for Ecological Transition). Here, the involvement of the regional government of the Canary Islands is determined in the consultative bodies already planned, although its evolution deserves revisiting, in the light of the recent approval of the new Statute of Autonomy that transfers new powers over the marine environment to the Community. This makes it difficult for the Portuguese and Spanish archipelagos to agree and adopt measures with the same decision-making capacity, since autonomous regions (in the case of Portugal) must sometimes go directly to Spanish national institutions to coordinate their maritime planning matters. For the Canary Islands, this supposes an added difficulty for the interests of the autonomous community in the marine territory, as interests must be directed to the national political agenda for effective answers. This will have a particular impact for establishing cross-border cooperation to implement effectively the European Macaronesia management plans based on its ecosystems, or when promoting coherent blue growth at the sea basin level.

[18] According to Law n. º 13/91 of the 5 of June regarding the Political-Administrative Statute of Autonomy of the Autonomous Region of Madeira and Law n. º 39/80 of the 5 of August equivalent for the Azores.

[19] According to article 12º of the Law-Decree 38/2015 that develops the Law n. º 17/2014 of the 10th of April that stablishes the bases of the policy of spatial planning and management of the national marine territory.

Secondly, the distribution of competences over the different maritime sectors is also country specific. While in Spain they are spread sectorally over a multitude of institutions, in Portugal and in its archipelagos, the competences are concentrated mainly within the same institution. This means, there is greater coherence of the legal system of the maritime sectors in the Portuguese case, facilitating the MSP processes, both at the national level and for cross-border cooperation.

Thirdly, although each country establishes its different administrative legal boundaries, jurisdictional conflicts often occur at border marine areas that make it difficult to reach agreements between countries. Spain in this regard has reached agreements, for example, in the Mediterranean with Italy. Applying lessons learned in this regard for European Macaronesia, and regardless of border areas, cross-border cooperation could be guided by priority issues. As a starting point for debate, issues of the highest priority for cooperation that were drawn from the participatory processes of the MarSP project could be considered, namely fishing, research and conservation.

2.2.2. Process preparation and planning phase

According to the IOC-UNESCO MSP step-by-step approach to MSP (Ehler and Douvere, 2009), "A spatial management plan is a comprehensive, strategic document that provides the framework and direction for marine spatial management decisions. It should identify when, where, and how goals and objectives will be met". Although, MSP is more than just a map. Its positive impacts may also derive from numerous secondary benefits and should be seen as a cyclical rather than a one-time process.

- **Lesson learned 18: To prepare a planning proposal it is necessary to understand the pressures and opportunities between maritime uses and activities and the different administrative levels present in the area to recognize the needs of the MSP process** (GEF LME:LEARN, 2018; Jay and Gee, 2014; Kull et al., 2017).

- **Lesson learned 19: Agreement on appropriate strategic objectives for the MSP process should be based on a shared vision for the whole area, prioritizing the common interest around key coastal-maritime issues and always within the existing legal framework** (Carneiro et al., 2017; GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 20: Prioritize the resolution of the easiest and quickest resolvable problems over the most controversial. This favors MSP processes and builds confidence** (GEF LME:LEARN, 2018).

In order for MSP proposals to be consistent, especially in cross-border areas, it is important to visualize trade-offs with other socio-ecosystems (maintaining the ecosystem approach referred to in section 2.1.1 of this document) and identify cross-border dynamics. That is, to understand what the pressures and opportunities of the study area are, how they interconnect and relate to each other, and if the origin of the existing pressures is in one or more different jurisdictions (cross-border pressures) (Box 38, Box 39, Box 40).

Additionally, opportunities to advance the process may not only be related to the Blue Growth of the maritime sectors, but also to improve their management, coordination between institutions belonging to different administrative levels of the same country, or between different countries (Box 41), or the integration of different instruments (Box 42, Box 43) and policies. In this regard, it is especially useful to use a conceptual / causal framework such as the DAPSI (W) R, agreed and understood by all parties internally and across borders. This facilitates the visibility of inter-relationships between good states of ecosystems with well-being and economic benefits, and also where management responses should be applied (Pallero Flores et al., 2019). Therefore, it is important to bear in mind that strategic and specific goals that will allow for guiding and directing planning properly, must also be aimed at improving management responses.

When detailing and defining the specific objectives, the different lessons learned should be taken into account (Box 44):

- They have to be consistent with the vision and the long-term perspective, considering the forecasts of evolution of the maritime sectors beyond the time frame of the MSP process itself. This vision must have been established through the participation and involvement of the different stakeholders.

- They must be SMART, that is, they are not very broad (Specific); defined so that they can be measurable (Measurable); are realistic in terms of time and general context (Achievable); they respond to the identified needs (Relevant); and are assigned a time frame for their achievement (Time-Bound).
- They should be directed towards the achievement of the common interests of all stakeholders and maritime sectors, including the preservation of natural resources and processes of the marine environment.
- They should not be aimed at resolving the most conflictive issues, especially in initial MSP first generation processes. Focusing on achieving easy wins first builds confidence in the process and facilitates more complex and controversial issues in second generation MSPs.

In addition, establishing appropriate specific objectives with a view to their monitoring will also help the evaluation processes in successive stages of the MSP process (Box 45) as shown in more detail in section 2.2.4 of evaluation of results.

Box 38: Saba Bank Special Marine Area Management Plan. GP6

In the Management Plan for the marine environment of the island, specific objectives were established that subsequently supported other types of more strategic and national objectives. Thus, after the development of the management plan for the Saba Bank special marine area, the designation of the National Park was established. Within which, sustainable tourism, environmental education and research activities are carried out, these being identified as strategic for the field. In the plan, they differentiate between short, medium and long term objectives.

For more information on this initiative, consult File of Good Practice GP6, Annex I, page 57.

Box 39: The Seychelles Marine Spatial Planning Initiative. GP8

The MSP Initiative is an integrated and multi-sectoral approach to address climate change adaptation, marine protection and support for the Blue Economy and other national strategies. The process includes contributions from all major Seychelles sectors, including commercial fishing, tourism and sea charters, biodiversity conservation, renewable energy, port authority, maritime security and non-renewable resources to develop a comprehensive and integrated marine plan with contributions from stakeholders.

This process is widely detailed, both in general objectives, and in the different phases, milestones and activities carried out within the framework of the plan. All steps and activities can be consulted on the Plan website.

For more information on this initiative, consult File of Good Practice GP8, Annex I, page 59.

Box 40: Hawaii Ocean Resources Management Plan. GP9

The Hawaii Ocean Resource Management Plan (ORMP) is a state plan that sets the state priorities for ocean and coastal resource management. The ORMP supports effective administration, charitable use, protection and development of the state coastal zone, which includes all state land and the area that extends to the sea from the coast to the limit of the police authority and state management, including the territorial authority of the United States sea. The ORMP is an important component of the State Coastal Zone Management Program (CZM).

The objectives and the action plan are also related to the objectives of the PROP (Pacific Regional Ocean Partnership), a voluntary association between the Governors of the US Pacific Islands Region, although they do not share any physical limit.

For more information on this initiative, consult File of Good Practice GP9, Annex I, page 60.

Box 41: EUBSR. EU Strategy for the Baltic Sea Region. GP12

The Strategy is divided into three objectives, which represent three key challenges: save the sea, connect the region and increase prosperity. Each objective is related to a wide range of policies and has an impact on the other objectives. The action plan comprises of 13 policy areas and four horizontal actions, which represent the main areas in which the EUSBSR can contribute to improvements, either by addressing the main challenges or taking advantage of key opportunities in the region.22

In the strategy, as well as in successive plans, the strategic objectives are contextualized, as well as the development of specific goals that are subsequently implemented.

For more information on this initiative, consult File of Good Practice GP12, Annex I, page 63.

Box 42: Lesser Sunda Ecoregion. Designing a resilient network of MPAs - linking coastal and deep sea ecosystems. GP2

The initiative that frames the declaration of the network of marine protected areas considers the achievement of different goals for different areas with defined time scales. Thus, for example, it is proposed that by 2020, the Indonesian government will adopt and use marine spatial planning to promote economic investment and conservation in support of sustainable development within the Sunda Ecoregion. They propose to conserve 20-40% of shallow marine and coastal habitats in addition to deciding critical habitats.

The starting point was the recognition that the Lesser Sunda Ecoregion could become a refuge for marine life, but also maintaining vital uses for local communities (fishing, tourism). It also sets objectives of a flexible and strategic nature such as the future incorporation of places that are more likely to be resistant or resilient to global climate change.

For more information on this initiative, consult File of Good Practice GP2, Annex I, page 53.

Box 43: The trans-boundary Grenada Bank & Grenadine Islands. GP4

The goals of this initiative are described based on the characteristics of the cross-border area and seek to improve and maintain those strategic issues for the parties. Thus, objectives related to: fishing (administered by treating the Bank of Grenada as a single area), tourism and recreation (identified and assigned areas), transport and industry (identification and distinctive delineation and common development plan) are specified and detailed, conservation (identify and protect marine and coastal resources, integrate land and sea management and improve resilience to natural and man-made disasters), and mariculture (identification of suitable areas).

The unique information system, as one of the pillars of this initiative, which has been created to integrate a wide range of sea-based knowledge and provide people with a more complete information base for coastal sea planning and management.

For more information on this initiative, consult File of Good Practice GP4, Annex I, page 55.

Box 44: TPEA. Trans-boundary Planning in the European Atlantic. GP13

Both the planning process of this project and the results of the analysis are shown in the TPEA Guide to Good Practices: lessons for cross-border MSP with regard to cross-border planning in the European Atlantic (2014), constitutes a selection of detailed and justified principles of how to perform an MSP process from a staged analysis. In this analysis, after the identification of key issues, specific goals were developed according to the particular needs of the pilot areas selected for this project. Different planning options were explored, in part through the use of scenarios. A set of recommendations was developed for each pilot area, along with the appropriate guidelines for implementation.

For more information on this initiative, consult File of Good Practice GP13, Annex I, page 64.

Box 45: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

The Plan is based on a proposal of general or strategic goals that are subsequently detailed in the planning of the implementation of measures. Thus, general objectives, corresponding to the first stage were: to promote an ecosystem that works correctly and is ecologically and economically beneficial; promote and enhance existing uses; promote marine-based economic development that takes into account the aspirations of local communities and is consistent and complementary to the general economic, social and environmental needs and objectives of the state; and, create a framework for coordinated decision making between state and federal management agencies.

For more information on this initiative, consult File of Good Practice GP10, Annex I, page 61.

Applicability to the European Macaronesia

The different lessons learned support one of the main conclusions of the socio-ecosystem analysis of the European Macaronesia carried out within the framework of the MarSP project. Namely that MSP processes in the marine basin should be developed from a joint perspective, prioritizing the understanding of common inter-relationships and processes. These causal frameworks, which occur between the interconnections of the area and the pressures that require responses, have to be understood and agreed upon by all archipelagos.

In this sense, solutions can be directed to some of the priority issues for the European Macaronesia: the lack of information and monitoring of marine habitats and their biodiversity, or a lack of development support of emerging maritime sectors such as biotechnology or marine renewable energy (García-Onetti et al., 2018). Additionally, these solutions can frequently be aimed at improving the management and administration process itself (García-Onetti et al., 2018). In any case, the answers

should never lose sight of the fact that marine management is designed to protect and ensure the flow of ecosystem services over time, from which society obtains goods and benefits for its well-being (Atkins et al., 2011). This ultimate goal or purpose must always be present in all instruments and initiatives that are established.

The main financial instrument used by the outermost regions of Spain and Portugal to provide an effective response to common challenges is the Madeira-Açores-Canarias Territorial Cooperation Operational Program (POMAC). Under this Program, since 2007 the increasing approval of initiatives and projects aimed at responding to the weaknesses identified for the area have been observed. However, although there are a large number of projects which respond to sectoral needs, there is no consistency between them and in many cases they are not designed for this purpose or have long-term application and continuity.

Since the MSP processes of the different archipelagos are in different stages of the process (as seen in section 2.1.5 corresponding to the Coordination and Cooperation) it would be useful to analyze whether the objectives contemplated within the different MSP plans are consistent with the common origin of the problems of European Macaronesia. In addition, it would be useful to check whether projects approved for the area aim to respond to these problems.

Finally, it would be appropriate that those regions that are currently in the phase of preparing their marine management plans (the Azores and Canary Islands) consult the rest of the archipelagos to enrich and improve the coherence of the national MSP processes in the European Macaronesia. In the Canary Islands, for example, before closing or definitively agreeing on the objectives of the plan, they could be subject to consultation. This would help ensure that they are in line with the rest of the archipelagos and join efforts in a coherent manner towards improving the quality of life in the marine basin.

2.2.3. Development and implementation of the process

According to the IOC-UNESCO MSP step-by-step approach to MSP (Ehler and Douvere, 2009), "implementation is the process of converting MSP plans into actual operating programs".

- **Lesson learned 21: The MSP implementation process can be an instrument for "blue growth" if it helps simplify management and minimize risk and uncertainty in investment in marine sectors** (Carneiro et al., 2017)**.**

- **Lesson learned 22: A consistent Monitoring and Evaluation System, user-oriented and with adequate resources, can help demonstrate progress, adjust implementation and communicate results** (Carneiro et al., 2017)**.**

- **Lesson learned 23: Monitoring and compliance mechanisms combined with the development of specific capacities and incentive mechanisms can facilitate the adoption of good practices by user groups** (Carneiro et al., 2017).

A marine spatial management plan, once approved, must have developed zoning of uses and activities compatible with each other and with the marine environment by reducing cumulative impacts. In this manner, these plans help to minimize legal uncertainty and investment risk for initiatives within different maritime sectors by promoting Blue Growth (Box 46).

In addition, marine zoning should have been designed and planned to be put into practice and applied to reality, meaning that it will have the approval of the different interest groups, thus reducing potential conflicts between maritime users. It is therefore vital that the various stakeholders have been correctly involved throughout the process. In this sense, investment in training of technical personnel who will participate in implementation, dissemination of the benefits of implementation (not only economic, but also ecological and social) and awareness of users to whom the plan is directed. This greatly promotes the active involvement of the maritime sectors and citizens for the effective implementation of the plans (Box 47).

Likewise, establishing varied and flexible decision-making mechanisms agreed between the parties fosters the acceptance of management measures and favors compliance with the plan. Such has been the case, for example, that none of the Members of the Commission for the Conservation of Living Marine Resources in Antarctica see their sovereignty rights compromised and successfully maintain international marine management initiatives over time (Box 48, Box 49).

Finally, establishing goals that can be easily fulfilled in the short and medium term, with a monitoring and evaluation system that is measurable and shows the degree of achievement of these objectives, helps demonstrate the progress of the plan to both users as to the interested parties. This generates a sense of success and identification that feeds the will to continue its implementation (Box 47, Box 50, Box 51, Box 52, Box 53). It is worth mentioning here, that for all of the above, it is necessary to allocate sufficient resources and ensure that they are maintained in a sustained manner over time[20].

[20] This is dealt with in more detail according to the different types of resources in section 2.1.6.

Box 46: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

The Ocean Special Area Management Plan (Ocean SAMP) is the regulatory, planning and adaptation management tool that the CRMC (Coastal Resources Management Council of Rhode Island) is applying to meet these regulatory responsibilities in the study area of the Ocean SAMP. The Ocean SAMP also documents how the people of this region have used and depended on these marine resources.

This Plan accelerated the approval of the Block Island offshore wind pilot project that was carried out in state waters, and simplified the legal requirements for the development of offshore wind in federal waters covered by the Plan. All of this meant significant benefits for both the state and investors: project approval times were shortened, reducing costs of production of the Plan. Direct comparison can be made with the costs that would have been generated by conducting environmental impact assessments and probable resolutions, as well as legal disputes with non-governmental organizations that would have occurred in the absence of the Plan. The implementation of this plan presents on of relative maturity, as it was adopted in 2011 although it is still in execution. In 2015 they were in a process of reviewing the implementation of the plan.

For more information on this initiative, consult File of Good Practice GP10, Annex I, page 61.

Box 47: The Coral Triangle Initiative on coral Reefs, Fisheries and Food Security (CTI-CFF). GP1

Since the beginning of this project in 2014, a regional secretariat was establishment and has led to constant study where meetings and results have not ceased. The goals of this type of initiative are achieved, or at least channeled, in the long term.

They periodically exhibit and adapt the projection of this initiative (for example, the "Coral Triangle Day" is used for this purpose). A sample of this activity and continuous evaluation (including adaptability and resources for actions), it is worth mentioning future events such as the Climate Change Adaptation Capacity Building in Coral Triangle Countries: Increasing Resilience and Adaptive Capacity of Coastal and Marine Ecosystem through Technical Communication, Education and Public Awareness; Workshop on Catch Documentation and Traceability (CDT) System Design and Development based on Ecosystem Approach to Management of Fisheries (EAFM).

For more information on this initiative, consult File of Good Practice GP1, Annex I, page 52.

Box 48: CCAMLR Commission for the Conservation of Antarctic Marine Living Resources. GP11

The goals of this Convention have been achieved in the long term, with the Commission being established in 1982. Some of the good practices that demonstrate how results have been achieved over time and fulfill the objectives are:

a) International cooperation between Members, but also between CCAMLR and other intergovernmental bodies, as well as with non-Contracting Parties dedicated to the capture, landing and trade of certain species.
b) The combination of monitoring, control and surveillance to meet the challenges of illegal fishing and the IUU.

c) Ensuring that the best available science supports CCAMLR's management approach and is incorporated into CCAMLR decision making (for example, the identification of MPAs).
d) Implementing ecosystem-based and precautionary approaches to fisheries management.
e) Implementing measures for notification of bycatch and mitigation of seabird mortality.
f) The establishment of MPAs on the high seas.

This Commission adopts a decision-making system by consensus where all members of the committee have the same veto power and, therefore, the possibility of unilaterally curbing any initiative that harms their sovereignty rights. Thus, while on the one hand, it slows down and hinders the adoption of conservation measures, on the other, it guarantees the support of all Members in the long term, as they will never compromise their individual interests and automatically increase the degree of adoption and commitment on initiatives that they agree.

For more information on this initiative, consult File of Good Practice GP11, Annex I, page 62.

Box 49: Saba Bank Special Marine Area Management Plan. GP6

The Management Plan for the marine environment has followed a long implementation process but important successes have been achieved, such as the protection of the area under different categories, the most recent being established in 2013. This demonstrates, once again, that it is important to discern between viable objectives in the short, medium and long term.

The impact of this initiative on inter-institutional relations, the management of the area, as well as the evolution of the goals themselves over time, in a process of continuous improvement, could be analyzed.

For more information on this initiative, consult File of Good Practice GP6, Annex I, page 57.

Box 50: Secretariat of the Pacific Regional Environment Program (SPREP). GP5

Given the scope of the area in which the Secretariat operates, general and strategic goals, and other more specific and even local ones are defined. Thus, it aims to address current and future needs, primarily for fishing and tourism, with specific goals. Derived from this framework (always promoted by the Secretariat with the support of institutions) numerous instruments have been developed that pursue the ultimate goal, such as directives to carry out an environmental impact study on tourism in the region, a Plan for marine litter, etc. Thus in the progression of the implementation of the measures designed for the ultimate goal, intermediate goals are established that can be considered as results of successes, mainly in the face of long-term processes (remembering that objectives are set for 2020).

For more information on this initiative, consult File of Good Practice GP5, Annex I, page 56.

Box 51: Barbuda Blue Halo Initiative. GP7

The goals of this initiative are to ensure the sustainable use of ocean resources. To achieve this, the Blue Halo Initiative develops integral and integrated zoning, with new fishery management regulations; execution plans and scientific monitoring programs; as well as a long-term financing strategy.

One of the most interesting aspects of this initiative is the consolidation of each measures and goal that has been met. The creation of binding and official documents related to the objectives ensures that compliance with these objectives occurs. In addition, there are several interesting documents that support the process and are publicly available, such as: Ecological Assessment of Barbuda's Marine Ecosystems (2013); Enforcement Recommendations for the Barbuda Blue Halo Initiative (2013); Legal Authorities Summary (2013); Barbuda Blue Halo Enforcement Blueprint (2014); Legal & Institutional Assessment of Authorities & Approaches (2014). All of which are available on website of the initiative.

For more information on this initiative, consult File of Good Practice GP7, Annex I, page 58.

Box 52: The Seychelles Marine Spatial Planning Initiative. GP8

Phase one of the Plan was launched in February 2014 and was completed in 2017, legal authority from February 2018. Phase two has been under development since February 2018 and will continue until 2020. However, expected results such as Zoning have been implemented as planned, obtaining MSP Zoning Framework in 2017. The information for which is contained in a public access directory. This process is widely detailed, both in general objectives, and within the different phases, milestones and activities carried out within the framework of the plan. All steps and activities can be consulted on the Plan website.

For more information on this initiative, consult File of Good Practice GP8, Annex I, page 59.

Box 53: EUBSR. EU Strategy for the Baltic Sea Region. GP12

The EUSBR has followed an MSP process in detail, with pilot cases as examples and mechanisms of cross-border cooperation between member states and with third countries. The specific implementation of the goals of the EUSBSR is carried out in joint trans-national actions, projects and processes. The EUSBSR is implemented in specific joint projects and processes called Flagships of the EUSBSR. These particularly demonstrate the progress of the Strategy. At an operational level, there are different programs and agencies involved in the Strategy. This includes Programs under the EU Cohesion Policy, as well as European Neighborhood and Partnership Instrument (ENPI) programs.

For more information on this initiative, consult File of Good Practice GP12, Annex I, page 63.

Applicability to the European Macaronesia

It is expected that before the deadline of the MSP Directive (March 31, 2021) to ensure that all member countries have approved their marine spatial planning plans, instruments for security and security will be available for the first time in the European Macaronesia to promote, through its implementation, Blue Growth in the marine area.

Considering that as of the date of publication of this document, the various plans are not yet approved, it is possible, that they will be designed to anticipate future resource needs and establish special mechanisms from the beginning that guarantee correct implementation. In this regard, it would be advisable and desirable to consider a time frame for the relevant administrative procedures to increase

resources, both human and financial. Additionally, resources should be set aside for management training in advance, in order to address the implementation of plans properly when the moment arrives.

For the implementation of the plans it is important to gain support from the interested parties to foster collaboration in the adoption of the measures considered. For this, it will be important that the stakeholders can verify the achievement of tangible results of the MSP process. This will favor their empowerment and degree of involvement in achieving the desired objectives.

The MSP plans of the European Macaronesia must also be flexible enough to be able to adapt to the changing reality that characterizes Macaronesia based on mechanisms for tracking and monitoring the plans during the implementation stage, and not only in the final evaluation of plans.

Finally, it is necessary to consider the difficulty involved in ensuring tracking and control of the proposed measures when there is a marine basin as extensive as that of Macaronesia. This justifies the need to establish mechanisms for cross-border cooperation between European archipelagos and their respective nations, and also with non-EU third countries, to manage the same marine base, combining efforts and resources for the correct implementation of the measures of the plans.

2.2.4. Evaluation of Results

According to the IOC-UNESCO MSP step-by-step approach to MSP (Ehler and Douvere, 2009), "monitoring is a continuous management activity that uses the systematic collection of data on selected indicators to provide managers and stakeholders with indications of the extent of progress toward the achievement of management goals and objectives". This step is also important for improving and adapting MSP for the next generation of plans in a new planning cycle.

- **Lesson learned 24: Do not evaluate the success or failure of the plan but consider the evaluation process as stages of staggered successes within a continuous and iterative planning process.**

- **Lesson learned 25: Evaluate whether process management is carried out proportionally to the time (in terms and periods agreed upon) with available resources and clearly assigned responsibilities** (GEF LME:LEARN, 2018; Jay and Gee, 2014).

- **Lesson learned 26: Develop an evaluation framework with criteria and indicators appropriate and adjusted to the MSP process** (Jay and Gee, 2014)**.**

- **Lesson learned 27: The evaluation process must also consider aspects of the governance framework and not just the natural or socio-economic physical state.**

- **Lesson learned 28: The evaluation of the plans should aim to produce proposals that target the improvement of management processes and not become an end in itself.**

It is common that the process of evaluating the results of the plan is conceived as an examination of institutional aptitude, or of success or categorical failure of the application of the plan. This may cause the evaluation to occur with some fear of pulling up all available information, or tending postpone it over time. Instead, it is favorable to conceive each phase of the evaluation process as an iterative stage where failures, errors, or how far away the results are from the originally intended goals are read as opportunities for continuous learning and not for failure. This will improve tracking and monitoring of the plan, both during its implementation phase and in its final evaluation. Thus, enabling substantial improvement to the plans through the continuous learning acquired during the successive cycles of the plan (Box 54).

Apart from the attitude adopted towards evaluation stage of the plan, it is necessary to take into account certain technical aspects. The evaluation program should be tailored for each MSP initiative in question. In addition, this evaluation must be based on control routines throughout the entire process, which will improve and facilitate the final evaluation of the plan. This can only be done if the objectives have been clearly established from the early stages of the plan design, anticipating the expected results of the MSP process (Box 55).

On the other hand, it is important to emphasize that the above will facilitate the design of criteria and indicators on which the evaluation should be based. Indeed, it is advisable that the design of criteria and indicators is a flexible process. These should be continuously tested and fed back as better information becomes available throughout the MSP process to ensure that errors are quickly corrected (Box 55).

Just as the importance of understanding the causal framework in characterizing the interrelation of problems and establishing objectives was highlighted, it is also necessary to evaluate the origin of those problems. Often, they may originate from the structures or governance system itself. For this reason, it is equally important to evaluate changes or progress of the marine environment management systems, to evaluate changes of state that are occurring in the socio-ecosystem. Thus, the criteria and indicators should also address aspects of the governance system throughout the stages of the MSP process (e.g. institutional capacity, distribution and overlapping of competencies, availability of information, public participation, coordination and cooperation between institutions, etc.). In this sense, it is worth remembering that the evaluation phase is not an end in itself, but should culminate in the design of proposals for improvement in the governance system. These proposals should aim to produce changes in institutional behavior that respond to the continuous learning from errors produced, as well adapting to changing situations in the environment and the issues to be managed.

Finally, the evaluation phase will also depend on factors such as the availability of information, coordination and cooperation between institutions, or the availability of sufficient economic and time resources[21].

Box 54: The Seychelles Marine Spatial Planning Initiative. GP8

Phase one of the initiative was launched in February 2014 and was completed in 2017, with a legal authority from February 2018. Although phase two is in the process of being implemented (until 2020), the published information allows for a preliminary evaluation to be carried out on this first MSP cycle. It is important to establish cycles adapted to achievable time periods on an ongoing basis. This facilitates not only evaluation, but updates can have an impact on goals and the implementation of the process.

For more information on this initiative, consult File of Good Practice GP8, Annex I, page 59.

Box 55: Rhode Island Ocean Special Area Management Plan (Ocean SAMP). GP10

Despite previous study and planning, the Ocean SAMP was strongly opposed by key stakeholders, particularly fishermen. This was due to a lack of structured processes at the beginning. This slowed the process and delayed the consent of the Block Island offshore wind farm, which was a key objective of the plan. However, learning from the process itself, in successive phases of implementation, these and other issues were addressed. For example, more fluid participation of stakeholders was fostered, which allowed the process to be carried out dynamically and with a perspective of continuous improvement. The above facilitated consensus and the achievement of objectives.

For more information on this initiative, consult File of Good Practice GP10, Annex I, page 61.

[21] These aspects have been dealt with in greater depth in the sections corresponding to Information (2.1.4), Coordination and Cooperation (2.1.5) and Resources (2.1.6).

Applicability to the European Macaronesia

While MSP plans are being developed, there is an opportunity to jointly agree and design a monitoring and evaluation program based on common indicator systems that can be integrated into the planning processes of each archipelago. In this sense, it would be reasonable to assume that both results and information gathered jointly for the entire area during the MarSP project would be used, such as the standards for sharing spatial data that have been developed for the marine environment.

Additionally, it is important to encourage cooperation and participation among the Macaronesian archipelagos so that learning and continuous improvement in the planning and management of the European Macaronesian marine environment (and third countries) occurs jointly. However, the evaluation of the MSP processes of other states is a sensitive issue that is not easy to address if a participatory culture and strong mechanisms for cross-border cooperation have not been previously established. Therefore, once again, emphasis is placed on taking advantage of and developing the experience and bonds acquired during the MarSP project. Here, training tasks are especially relevant to understand evaluation beyond value judgments, and to consider it as a process of learning and continuous improvement for the enrichment of the MSP processes of the Macaronesia.

ANNEX I: FILES OF GOOD PRACTICES

The following is a summary of the most important descriptive information of the cases of good practices that have guided the preparation of examples and lessons learned (Table 1) for this report. The selection of these cases corresponds to the criteria described in the methodological section. However, for more information, consult the source of each good practice (the reference is included in each of the respective descriptive files).

Table 1. The relationship between good practices and lessons learned.

			transversal Issues						Issues related to the MSP process			
			2.1.1	2.1.2	2.1.3	2.1.4	2.1.5	2.1.6	2.2.1	2.2.2	2.2.3	2.2.4
			Ecosystem Approach	Communication	Participation	Information	Coordination & cooperation	Resources	Analysis phase of present and future conditions	Process preparation and planning phase	Development and implementation of the process	Evaluation of results
Good Practices	GP1	The Coral Triangle Initiative on coral Reefs, Fisheries and Food Security (CTI-CFF)	X	X			X		X		X	
	GP2	Lesser Sunda Ecoregion. Designing a resilient network of MPAs - linking coastal and deep sea ecosystems	X	X					X	X		
	GP3	Raja Ampar MPA network	X			X						
	GP4	The trans-boundary Grenada Bank & Grenadine Islands			X	X	X			X		
	GP5	Secretariat of the Pacific Regional Environment Program (SPREP)					X		X		X	
	GP6	Saba Bank Special Marine Area Management Plan	X						X	X	X	
	GP7	Barbuda Blue Halo Initiative				X					X	
	GP8	The Seychelles Marine Spatial Planning Initiative			X		X	X		X	X	X
	GP9	Hawaii Ocean Resources Management Plan	X	X					X	X		
	GP10	Rhode Island Ocean Special Area Management Plan (Ocean SAMP)		X	X		X		X	X	X	X
	GP11	CCAMLR Commission for the Conservation of Antarctic Marine Living Resources	X	X		X	X		X		X	
	GP12	EUBSR. EU Strategy for the Baltic Sea Region		X			X	X	X	X	X	
	GP13	TPEA. Trans-boundary Planning in the European Atlantic		X						X		

GP 1

The Coral Triangle Initiative on coral Reefs, Fisheries and Food Security (CTI-CFF)

Location: Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, Timor-Leste

Year: 2007

Involved institutions: Governments of each country: Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, Timor-Leste

Initiative summary:

The Coral Triangle Initiative on Coreal Reefs, Fisheries, and Food Security is a multilateral partnership of six countries working together to sustain extraordinary marine and coastal resources by addresing crucial issues such as food, security, climate change and marine biodiversity.

It is the first multilateral cooperation of its kind, one that focuses on food security through sustainable management of marine natural resources taking into consideration climate change

Objectives:

- Priority seascapes designated and effectively managed
- Ecosystem approach to manage of fisheries (EAFM) and other marine resources fully applied
- Marine Protected Areas (MPAs) established and effectively managed
- Climate change adaptation measures achieved
- Threatened species status improving

Matters of interest for European Macaronesia:

Insularity, cross-border cooperation, fisheries and aquaculture, tourism, maritime transport, conservation

Main results:

- Action Plan: CTI-CFF Region-wide Early Action Plan for Climate Change Adaptation (REAP-CCA), October 2011
- CTI-CFF Leader's Declaration, 2009
- Agreement on the Establishment on the Regional Secretariat of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF), 2014
- Annual Activities Report (last: Annual activities Report 2015 - 2016 CTI-CFF Regional Secretariat)
- Host Country Agreement (HCA) between RS CTI-CFF and The Government of Republic of Indonesia on Privileges and Immunities, 1 December 2015

Source:
http://www.coraltriangleinitiative.org/about

GP 2

Lesser Sunda Ecoregion. Designing a resilient network of MPAs- linking coastal and deep sea ecosystems

Location: Indonesia, Timor Leste (it is a Coral Triangle Reef ecoregion)

Year: 2013

Involved institution: Indonesian government in collaboration with the Nature Conservancy Indonesian Coasts and Oceans Programs

Initiative summary:

The project tried to design a network of MPAs in the Lesser Sunda Ecoregion. A wide-range of activities were carried out in the design process: ecological and sociological assessments were conducted to determine impacts of climate and resource-use changes on the ecosystems and resources; scientific, legal and collaborative frameworks were developed for establishing and managing a resilient network of MPAs; and spatial planning tools were developed and applied that address issues of MPA network design, resilience and changing patterns of resource use.

Objectives:

- Conserve 20-40% of shallow marine and coastal habitats and include community type within these habitats type.
- Incorporate sites that are more likely to be resistant or resilient to global environmental change.
- Aim to include areas to maintain ecological patterns of connectivity.
- Critical habitat for oceanic cetaceans and other species

Matters of interest for European Macaronesia:

Insularity, cross-border cooperation, conservation

Main results:

Scientific basis for Marine Protected Areas
Scientific basis for Fisheries Management

Source:

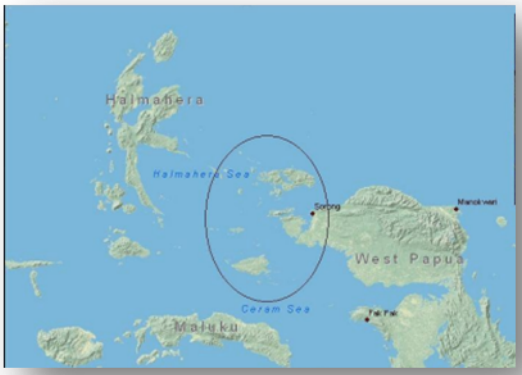
http://marineplanning.org/wp-content/uploads/2018/02/Nine_years_Lesser_Sunda.pdf

GP 3

Raja Ampar MPA network

Location: Indonesia (the central area of the Coral Triangle Reef. Within the Ecoregion Papua - Bird's Head defined by the Coral Triangle Initiative)

Year: 2007



Involved institutions: The Nature Conservancy (in partnership with Conservation International, University of Queensland and Raja Ampat Government)

Initiative summary:

It is the first Indonesian regency to declare a MPA Network. MPAs are recognized globally as an effective tool to help sustain fisheries, protect vital marine habitats and ensure long term food and livelihood security for local communities. There are currently seven MPAs encompassing over a million hectares of coastal and marine habitats in the Network. (see map on overleaf). With the MPA Network declared, local communities are now using ecological and socioeconomic data as well as traditional ecological knowledge, to develop zoning plans for each of the MPAs in Raja Ampat.

Objectives:

- Provide a set of tools to support the development of multiple use zoning for the Raja Ampat MPA network in West Papua.
- Incorporate consideration of conservation values and existing uses.
- Incorporate the different environmental and resource use characteristics and patterns across Raja Ampat

Matters of interest for European Macaronesia:

Insularity, tourism, conservation

Main results:

- Spatial information, Zoning analysis and scenarios

Source:

https://www.conservationgateway.org/Documents/Agostini%20etal12_Raja%20Ampat%20Zoning%20REPORT.pdf

GP 4 The transboundary Grenada Bank & Grenadine Islands

Location: St Vincent & the Grenadines & Grenada (Wider Caribbean)

Year: 2006

Involved institutions: Centre for Resource Management and Environmental Studies (CERMES)
University of the West Indies, Barbados; ONG.

Initiative summary:

From 2006-2012, a participatory geographic information system was created together with a wide range of stakeholders including: a variety of people who work in the sea, marine management agencies of both, the Grenadine island communities, local and regional NGO and academia.

This unique information system has been created to integrate a wide range of marine-based knowledge and provide people with a more complete information base for coastal marine planning and management.

Objectives:

- In terms of fishing, manage Grenada Bank, maintaining access to land and sea for fishermen, as well as ensuring that small-sized species are not caught.
- In tourism, establish areas for water activities. Designate areas for sustainable tourism infrastructures. Identify maritime navigation routes.
- In terms of conservation, identify and protect submerged resources and critical ecosystems

Matters of interest for European Macaronesia:

Insularity, land-sea interactions, cross-border cooperation, fisheries and aquaculture, tourism, conservation

Main results:

- Framework for a comprehensive marine multi-use zoning plan for the grenadine islands (2012)
- Draft of marine multi-use design

Source:
http://www.grenadinesmarsis.com/

GP 5

Secretariat of the Pacific Regional Environment Programme (SPREP)

Location: The area of the Pacific Region as defined by the SPREP agreement including 21 island countries and territories in the Pacific

Year: 1993

Innvolved institutions: Secretariat of the Pacific Regional Environment Programme (SPREP), State Authorities

SPREP
Secretariat of the Pacific Regional Environment Programme

Initiative summary:

SPREP is the region's key inter-governmental organisation for environment and sustainable development, and is one of several inter-governmental agencies comprising the Council of Regional Organisations in the Pacific.
Under the Agreement Establishing SPREP, the purposes of SPREP are to promote cooperation in the South Pacific Region and to provide assistance in order to protect and improve the environment and to ensure sustainable development for present and future generations.

Objectives:

- Addressing local needs for sustainable fisheries now and in the future
- Sustainable fisheries both in EEZ and in traditional fishing grounds for communities, sustainable livelihoods etc.
- To address multiple resource uses in overlapping areas
- Fulfilling regional commitments Fulfilling national commitments to MEAs

Matters of interest for European Macaronesia:

Insularity, high sea, cross-border cooperation, fisheries and aquaculture, conservation

Main results:

- National Environmental Management Strategy (NEMS) for Pacific Island Countries and Territories (2018)
- Directives pour les études d'impact environnemental du développement du tourisme côtier dans la région du Pacifique (2019)
- Pacific Regional Action Plan: Marine Litter 2018-2025 (2018)
- Environmental impact assessment: guidelines for coastal tourism development in Pacific island countries and territories

Source:

http://www.sprep.org

GP 6 Saba Bank Special Marine Area Management Plan

Location: Saba Bank (Dutch Caribbean)

Year: 2007

Involved institutions: National Government and the Island's governing bodies, Saba Conservation Foundation

Initiative summary:

This Management Plan was developed under the Nature and Environmental Policy Plan (NEPP) of the Netherlands Antilles and implements the National Nature Policy Plan. Its direct aim is to develop and achieve sustainable use of the natural resources of the Saba Bank, based on an ecosystem approach promoting conservation and sustainable use in an equitable way.

Moreover, in 2010, the Saba Bank National Park was established at a massive size of 2,680 km2 to safeguard the wealth of biodiversity on the Bank.

Objectives:

- Protect and maintain the biological diversity and other natural values of the area for long term use
- Promote sound fisheries management practices for sustainable purposes
- Avoid conflicts between different users (e.g. shipping, fisheries)
- Protect the natural resource base from being altered by anchorage of shipping vessels or traffic that would be detrimental to the area's biological diversity.

Matters of interest for European Macaronesia:

Insularity, RUP, cross-border cooperation, fisheries and aquaculture, maritime transport, conservation

Main results:

- Management Plan (2008)
- Definition of Particularly Sensitive Sea Areas (PSSA) (2012)
- Saba Bank Management Unit (not available yet)

Source:

http://www.sabapark.org/

GP 7

Barbuda Blue Halo Initiative

Location: Antigua and Barbuda

Year: 2013

Involved institutions: Barbuda Council
Waitt Institute

Initiative summary:

The Barbuda Blue Halo Initiative is a collaborative partnership between the Barbuda Council (island government), Condrington Lagoon National Park, Barbuda Fisheries Division, the Office of the Primer Minister of Antigua and Barbuda, the people of Barbida, and the Waitt Institute. The goal is to ensure sustainable, profitable, and enjoyable use of ocean resources. To achieve this goal, the Blue Halo Initiative will develop fisheries policies, ocean zoning, and monitorinf, financing, and enforcement plans for Barbuda's waters.

Objectives:

Comprehensive zoning map; new fisheries management regulations; five-year plan for implementation; increased enforcement capacity; scientific monitoring program; long-term financing strategy.
Healthier coral reefs, mangroves, and seagrass; more abundant fish, lobster, and conch; improved fishing catches and livelihoods; access to new, high-end fish markets; new local tourism and job opportunities

Matters of interest for European Macaronesia:

Insularity, land-sea interactions, fisheries and aquaculture, conservation

Main results:

- Barbuda Fisheries Regulations (2014)
- Coastal Zoning & Management Regulations (2014)
- National Parks Authority (Establishment) (2014)
- Barbuda Marine Spatial Plan (Zoning Plan) (2014)

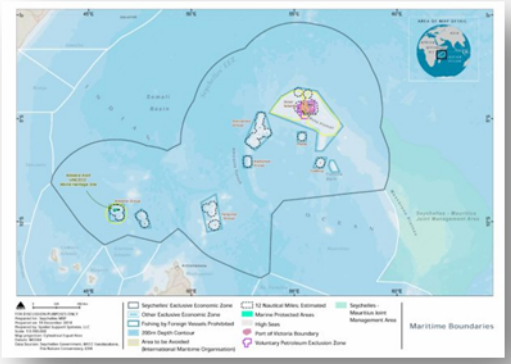
Source:
http://waittinstitute.org/bluehaloinitiative/barbuda/

GP 8

The Seychelles Marine Spatial Planning Initiative

Location: Seychelles

Year: 2014



Involved institutions: Seychelles Ministry of Environment, Energy and Climate change. MSP Steering Committee

Initiative summary:

It is a process focused on planning for and management of the sustainable and long-term use and health of the Seychelles Exclusive Economic Zone (EEZ). The EEZ encompasses 1,374,000 km2 of ocean and 115 islands.

The MSP Initiative is an integrated, multi-sector approach to address climate change adaptation, marine protection and support the Blue Economy and other national strategies.

Objectives:

Develop and implement an integrated marine plan to optimise the sustainable use and effective management of the Seychelles marine environment while ensuring and improving the social, cultural and economic wellbeing of its people.

Matters of interest for European Macaronesia:

Insularity, fishing and aquaculture, tourism, maritime transport, energy, conservation

Main results:

- Phase 1 was launched in February 2014 and was completed in 2017, with legal designation in February 2018.
- Phase 2 was launched in February 2018 and will continue until 2020.
- MSP Atlas (2019)
- MSP Zoning Framework (2017)

Source:

http://seymsp.com/the-initiative/

GP 9 Hawaii Ocean Resources Management Plan (ORMP)

Location: Hawaii

Year: 2006 (updated in 2013)

Involved institutions: Council on Ocean Resources (is comprised of agencies and organizations with responsibilities in the State of Hawaii's marine and coastal zone)

Initiative summary:

ORMP is a statewide plan that sets forth the State's ocean and coastal resource management priorities. The ORMP supports effective management, beneficial use, protection, and development of the state's coastal zone, which includes all lands of the state and the area extending seaward from the shoreline to the limit of the State's police power and management authority, including the U.S. territorial sea. Was updated in July of 2013, and continues a place-based approach to management of ocean resources in the islands.

Objectives:

- Connecting Land and Sea: appropriate coastal development, management of coastal hazards, watershed management
- Preserving our Ocean Heritage: marine resources, coral reef, ocean economy, cultural heritage of the ocean
- Promoting Collaboration and Stewardship: training and education, conflict resolution, community ocean management projects, National Ocean Policy.

Matters of interest for European Macaronesia:

Insularity, cross-border cooperation, land-sea interactions, conservation

Main results:

- The Hawaii's Ocean Resources Management Plan (ORMP) (2012)

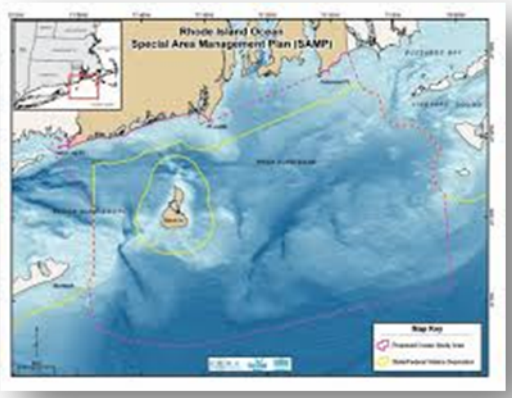
Source:

http://files.hawaii.gov/dbedt/op/czm/ormp/ormp_update_reports/final_ormp_2013.pdf

GP 10 Rhode Island Ocean Special Area Management Plan (Ocean SAMP)

Location: Rhode Island (USA)

Year: 2010



Involved institutions: Rhode Island's Coastal Resources Management Council (CRMC), University of Rhode Island.

Initiative summary:

The Ocean SAMP is a strategy for zoning Rhode Island's offshore waters using an ecosystem approach that involves scientific research and public input to help develop policy. It is the regulatory, planning and adaptive management tool that CRMC is applying to uphold these regulatory responsibilities in the Ocean SAMP study area. Projects have been selected that address topics related to proposed renewable energy development.

Objectives:

- Foster a properly functioning ecosystem that is both ecologically sound and economically beneficial.
- Promote and enhance existing uses.
- Encourage marine-based economic development that considers the aspirations of local communities and environmental needs and goals.
- Build a framework for coordinated decision-making between state and federal management agencies

Matters of interest for European Macaronesia:

Insularity, cross-border cooperation, land-sea interactions, fisheries and aquaculture, tourism, energy, conservation

Main results:

- Tools and coordination mechanisms for planning different activities;
- Streamlined regulatory process for the development of offshore wind (Block
- Island consented in 2013 and operation commenced in 2016);
- Knowledge repository (ecosystem and human uses) area;
- Delimitation of restricted use areas: Areas;
- Designated for Preservation (ADP) and Areas of Particular Concern (APC)

Source:

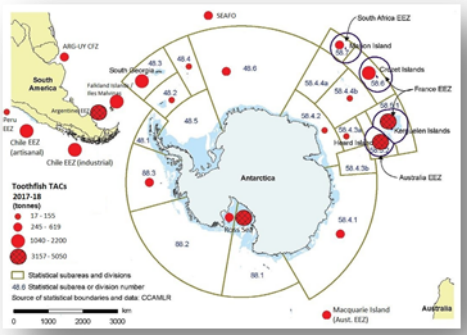
https://seagrant.gso.uri.edu/oceansamp/

GP 11

CCAMLR (Commission for the Conservation of Antarctic Marine Living Resources)

Location: Argentina, Australia, Belgium, Brazil, Chile, China, EU, France, Germany, Italy, India, Japan, South Korea, Namibia, New Zealand, Norway, Poland, Russia, South Africa, Spain, Sweden Ukraine, United Kingdom, USA, Uruguay

Year: 1982



Involved institutions: Commission members are representatives of national governments

Initiative summary:

The CCCAMLR is an international treaty that was adopted at the Conference on the Conservation of Antarctic Marine Living Resources.

It is a multilateral response to concerns that unregulated increases in krill catches in the Southern Ocean could be detrimental for Antarctic marine ecosystems particularly for seabirds, seals, whales and fish that depend on krill for food.

Objectives:

- Combining monitoring, control and surveillance to address the challenges of Illegal, IUU fishing
- Ensuring that the best available science to management and is built in to CCAMLR decision-making
- Implementing ecosystem-based to fisheries management
- e) Implementing by-catch reporting and seabird mortality mitigation measures
- f) Establishing high seas MPA

Matters of interest for European Macaronesia:

Cross-border cooperation, fisheries and aquaculture, conservation

Main results:

- Successful implementation of the ecosystem approach to fisheries anagement;
- Sificant reduction of illegal, unreported and unregulated (IUU) fishing;
- Reduction of seabird mortality;
- Careful management of Vulnerable Marine Ecosystems (VMEs);
- Establishment of two MPAs in the Southern Ocean (including the largest in the world to date – Ross Sea MPA)

Source:

www.ccamlr.org

GP 12

EUBSR (EU Strategy for the Baltic Sea Region)

Location: Sweden, Denmark, Estonia, Finland, Germany, Latvia, Lithuania and Polan

Year: 2009

Involved institutions: Member States, National Coordinators, European Council, the European Commission, Policy Area Coordinators, Policy Area Focal Points, Horizontal Action Coordinators and Horizontal Action Focal Points. Each of them has assigned specific roles and tasks

Initiative summary:

The Action Plan for the EU Strategy for the Baltic Sea Region reflects the three overall objectives of the EUSBSR. The Action Plan comprises 13 Policy Areas and 4 Horizontal Actions. The EUSBSR is implemented in concrete joint projects and processes. Projects and processes named Flagships of the EUSBSR demonstrate especially well the progress of the Strategy.

Objectives:

- Save the Sea: clear water in the sea; Rich and healthy wildlife; Clean and safe shipping; Better cooperation
- Connect the region: good transport conditions; Reliable energy markets; Better cooperation in fighting cross-border crime
- Increase prosperity: Baltic Sea region as a frontrunner for deepening and fullfilling the single market; Impoved global competitiveness of the Baltic Sea region; Climate change adaptation, risk prevention and management.

Matters of interest for European Macaronesia:

Cross-border cooperation, fisheries and aquaculture, tourism, maritime transport, energy, conservation

Main results:

- Action Plan (2017)
- Commission Communication concerning the EUSBSR (2009)
- Annex to the Action Plan for the EU Strategy for the Baltic Sea Region: Ongoing and completed flagships of the EUSBSR (2018)

Source:

https://www.balticsea-region-strategy.eu/

GP 13 TPEA. Transboundary Planning in the European Atlantic

Locatino: Ireland, Portugal, Spain, United Kingdom

Year: 2012

Involved institutions: University of Liverpool, Department od Environment (NI), CMRC University College Cork, Universidad de Sevilla, IEO, Direçao Geral de Politica do Mar, Universidade Aveiro, Ministerio de Agricultura Alimentación y Medio Ambiente, CEDEX, Universidade do Algarve

Initiative summary:

TPEA Project was part-funded by DG MARE with the objective of investigating the delivery of a commonly-agreed approach to cross-border maritime spatial planning (MSP) in the European Atlantic region.
The work of the TPEA partnership focused on three key aspects of MSP: stakeholder engagement; governance and legal frameworks, and data management.

Objectives:

- To work towards maritime space that is environmentaly healthy, socially inclusive and economicalle productive.
- To coordinate the collection of data relevant to the planning
- To coordinate policy positions, governance principles and stakeholders perspectives.
- To come to a shared understanding of competing insterests, pressures and opportunities.
- To find joint approaches to integrating MSP with ICZM

Matters of interest for European Macaronesia:

Cross-border cooperation, land-sea interactions

Main results:

- TPEA good practice guide: lessons for cross-border MSP from transboundary planning in the European Atlantic (2014)

Source:
https://cora.ucc.ie/handle/10468/2718

ANNEX II CRITERIA FOR THE SELECTION OF GOOD PRACTICES AND GUIDELINES IN THE APPLICATION OF LESSONS LEARNED TO THE EUROPEAN MACARONESIA

To guide the design and implementation of effective MSP processes, integrators and conciliators in the European Macaronesia, a set of good practices have been selected from a series of criteria for approaching the particularities of the area (Table 2):

Table 2. Criteria for the selection of good practices based on characteristics of Macaronesia.

Insularity and outbound location	These geographical conditions involve a series of structural difficulties that determine the social and economic development of the archipelagos. Consequently, these conditions also translate into public policies and specific measures aimed at compensating for these difficulties. The remoteness with respect to the continent hinders the free movement of people, goods, services and capital, generating dependency relationships. In turn, the character of an archipelago of volcanic origin, often with a very high terrain, creates a double insularity that has an effect on the the socioeconomic development of these communities. On the other hand, compared to their small land area, these archipelagos project a large maritime territory which offers an opportunity for the development of the maritime sectors and marine spatial planning. Together with other opportunities, they highlight their valuable biodiversity with numerous endemic species and their strategic geographical position in the Atlantic Ocean.
High Sea Pockets	This refers to marine areas of high seas or international waters that are encapsulated or semi-enclosed by different maritime boundaries of national jurisdictions. In the case of the European Macaronesia there is a semi-enclosed area of water beyond the national jurisdictions (ABNJ) between the Azores and the Canary Islands that offers an opportunity for cross-border cooperation in strategic matters.
Land-Sea Interactions	It cannot be ignored that the root of many impacts that occur in the marine environment come from terrestrial sources. In this sense, given the archipelagic nature of the area, which translates as large distances of coastline and land-sea contact areas, it is vital to correctly identify these land entry vectors and consider them within the MSP processes, to apply and guarantee an ecosystem based approach. Likewise, this criterion includes administrative divisions (political and institutional) and the management of uses and goods that are closely interrelated between the terrestrial dimension (which includes socio-economic aspects) and the marine.
Cross-border cooperation	There is a great typology of borders and jurisdictional contacts between the archipelagos of the European Macaronesia and non-EU countries (Pallero et al. 2019). This means that it is necessary to take into account the types of border contacts and understand the operation of marine governance frameworks at all levels of government. This will allow for the establishment of cross-border cooperation mechanisms that guarantee the coherence of national MSP plans, while promoting integrated development of maritime sectors that operate across borders, as well as the conservation of natural resources that have cross-border dynamics.
Cross-border strategic sectors for the European Macaronesia	Not all maritime sectors are affected in the same way by the jurisdictional delimitations of countries, nor do they have the same cross-border spatial or dynamic components. For example, aquaculture versus international maritime transport. Thus sectors identified in previous diagnostic studies, both in socio-ecological systems and the governing framework of the European Macaronesia, are still considered here as priorities for cross-border cooperation by the various stakeholders. These are: fishing, coastal maritime tourism, maritime transport and port activity, energy, conservation, research and marine rescue and protection of the sea.

With regard to the analysis of the lessons learned and the guidelines for their application in the European Macaronesia, the issues that relate to the particular socio-environmental and governance characteristics of the Macaronesia have been considered. However, there are also more general issues to be addressed by the management of a transboundary marine environment. These are (Table 3):

Table 3. Matters considered to address the applicability guidelines for the European Macaronesia.

Inter-institutional cooperation and coordination	Between levels and types of national institutional bodies.
Cross-border and international cooperation	Among neighbouring countries, with third parties and within a global context.
Legal and competence framework	Applicable regulatory scheme and distribution of responsibilities and functions.
Education, training and information	For all those involved in the MSP process.
Resources	Mainly economic, but also time and human.
Participation and communication	Between parties involved in the management and the general population.
Ecosystem-based approach	Manage of human activities to achieve sustainable delivery of marine goods and services.

Thus, although these questions could well be interpreted in a generic manner and applicable to practically any MSP process, their analysis and relationship with the particularities of the European Macaronesia provide an overall but specific vision for the area that concerns us.

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