



Capacity Building Strategy for managers and users of marine protected areas of the Natura 2000 Network

LIFE IP INTEMARES Project

Integrated, innovative and participatory management of the Natura 2000 Network in the Spanish marine environment





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The LIFE IP INTEMARES project, which is coordinated by the Biodiversity Foundation of the Ministry of Ecological Transition and Demographic Challenge, aims to achieve effective management of the marine areas of the Natura 2000 Network, with the science and active participation of the sectors involved.

The partners involved are the Ministry's own Directorate General for Biodiversity, Forests and Desertification, the IEO, CEPESCA, SEO/BirdLife and WWF-Spain. It has the financial contribution of the European Union's LIFE programme, among other sources of funding.



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This work has been carried out thanks to the involvement of a large number of people and entities related to the marine areas that make up the Natura 2000 Network.



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This process does not end here, so we would like to take this opportunity to thank in advance all those people and entities with whom we will continue to work in the implementation and improvement of this strategy.



ACRONYMS

MPA	Marine Protected Area
CBD	United Nations Convention on Biological Diversity
CENEAM	National Centre for Environmental Education
CMSD	Canarian marine subdivision
MSD	Marine Subdivision
EAMSD	Estrecho and Alboran marine subdivision
LBMSD	Levantine-Balearic marine subdivision
NAMSD	Nor-Atlantic marine subdivision
SAMSD	South-Atlantic marine subdivision
FB	Biodiversity Foundation
IWG	Internal Working Group
ISM	<i>The Interpretive Structural Modeling</i>
SCI	Sites of Community importance
PAF	Prioritised Action Framework
MITECO	Ministry for Ecological Transition and the Demographic Challenge
NGO	Non-Governmental Organization
IUCN	International Union for Conservation of Nature
WCPA	World Commission for Protected Areas
WWF-Spain	World Wide Fund for Nature - Spain
SAC	Special Areas of Conservation
SPA	Special Protected Area for Birds



SUMMARY

The [Natura 2000 Network](#) is the main instrument for nature conservation in the European Union and constitutes the largest network of biodiversity conservation areas on the planet. It consists of Sites of Community Interest (SCI) together with the Special Areas of Conservation (SAC), established in accordance with the Habitat Directive, and the Special Protection Areas for Birds (SPA) designated under the Birds Directive. Its purpose is to ensure the long-term survival of species and habitat types in Europe, whilst helping to halt the loss of biodiversity.

The current strategy has been elaborated with the objective of meeting the training and capacity building strategy needs required to achieve the objectives of the marine Natura 2000 Network, within the framework of the LIFE IP INTEMARES 2018-2024 project. The strategy was developed by a team of experts in the management of the Natura 2000 Network, marine conservation and governance, as well as in training, participatory processes, and capacity building strategies.

The strategy includes a detailed analysis of more than 2,000 stakeholders, people and entities related in one way or another to training, capacity building and conservation within the Natura 2000 Network, having been identified either as key actors or as recipients of the strategy itself. In order to complete the action plan, the process of drafting this strategy has seen the participation of more than 250 people from different collectives, with more than 100 participating in person in the 9 workshops that were held in 9 different cities within the Spanish territory, in the 5 marine subdivisions (MSD) established by the Marine Strategies Framework Directive.

One of the challenges of this strategy was to establish an inclusive and dynamic participatory system, based on identifying real needs at a geographical level and with a balanced sectoral representation, that will turn the strategy into a transversal, but at the same time functional document containing a strong territorial component.

During the participatory process, 337 possible barriers and 246 needs have been identified. These have served as the basis for designing options that will help overcome potential difficulties and satisfy the previously identified needs, with the aim of achieving a coherent and effective marine Natura 2000 Network.

As a result, the strategy establishes 6 well-defined thematic areas, which include 21 training and capacity building programs that count on an action plan made up of 93 actions, to be implemented in various phases. These phases have been determined after establishing prioritization criteria, derived from: i) a categorization and vote taken during the participatory



process on the potential barriers; ii) prioritized actions according to the Prioritised Action Framework document (2014-2020); iii) provisional measures of the new Prioritised Action Framework (2021-2027) and iv) a group of experts in each of the areas. Thus, the implementation plan is structured in the short (2019-2020), medium (2021-2022) and long-term (2023-2024), although the strategy contemplates an implementation period beyond the time frame of the LIFE IP INTEMARES project. A territorial prioritization according to marine subdivisions has also been taken into account for each of the training and capacity building programs.

Along with the action plan, a monitoring plan has also been drawn up in which various indicators have been established at different levels. This will help in evaluating the implementation of the strategy and the achievement of each of the objectives, as well as the level of compliance or detail that you wish to reach at any given moment.

Finally, to optimize success, coordination and coherence with the results of the governance strategy are required, a strategy that will begin to be implemented in various pilot areas in all the marine subdivisions from 2020, and that will last until the end of project, in 2024.



INTRODUCTION

For the period 2014-2020, The **Prioritised Action framework (PAF)** for the financing of the Natura 2000 Network in Spain identified as a weakness the lack of training of both technical management personnel and sea users in Spain.

The implementation of the **European Union's Integrated Maritime Policy** through the Marine Strategy Framework Directive (MSFD) and the Maritime Spatial Planning (MSP) Framework Directive, as well as article 8 of the **Habitats Directive** within the PAF, has environmental, social and economic consequences that will imply changes in the current development model and use of resources and marine site.

The marine Natura 2000 Network is a great opportunity to move towards a consolidated network of marine protected areas, managed effectively, with the active participation of the sectors involved and research as the basic decision-making tools. In order to fully develop this network, however, it is necessary to have a strategy that facilitates the acquisition of skills for both the managers and users of the aforementioned areas.

The **Capacity Building Strategy** is presented as a guide that has been developed in a participatory and articulate way, where the needs and interests of the users and managers of the marine Natura 2000 Network within the Spanish territory have been taken into account. In the case of this document, participation has been legitimized as a fundamental element, not only on paper, but also with regards to actions. This in turn has made it possible to build in a diverse way, and seeking agreements (at a sectoral and marine subdivision level), the final road map on which the training and capacity building activities for the marine Natura 2000 Network will be set out within the framework of the LIFE IP INTEMARES project. Figure 1 shows the stages that were followed in order to reach the current strategy.

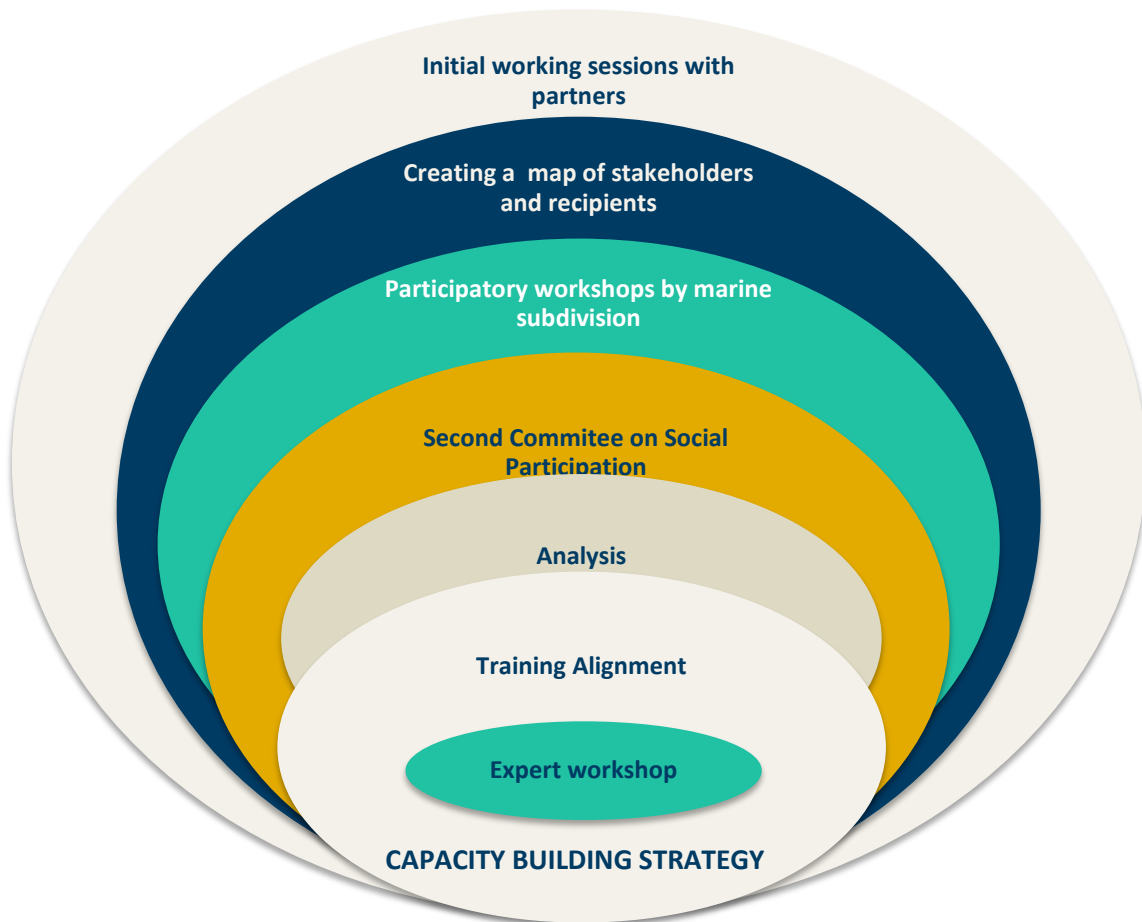


Diagram 1. Diagram of the development of the Capacity Building Strategy and the different stages of the participatory process.

The Capacity Building Strategy facilitates the identification, prioritization and implementation of training and capacity-building programs aimed at managers of marine protected areas, as well as other users and stakeholders at a national level, in order to redress the main training deficiencies identified in the different phases of the participatory processes. These include knowledge regarding the ecological needs and requirements of habitats and species, the legal and regulatory framework, public participation tools, goods and services that are offered by the ecosystems, among many others. These programs have been developed with an integrative and coherent approach that:

- i) facilitates decision-making by the competent administrations, with the participation of the main stakeholders in each area.
- ii) guides the uses and activities, economic or not, that are carried out in the protected area. This is done in line with a responsible and sustainable blue economy, whilst not compromising the area's natural values, the reason the area was protected in the first place.



The Capacity Building Strategy for the marine Natura 2000 Network in Spain is presented below and has been divided into three main sections:

1. **Conceptual framework:** this section presents the background in terms of training in protected areas at both an international, and national level, and the framework of the LIFE IP INTEMARES project, in which the Capacity Building Strategy is set out.
2. **Diagnosis:** presentation of the different milestones and results of the participatory processes of the project.
3. **Implementation:** based on the diagnosis, an action plan is presented that has been divided into 6 thematic areas: governance, applied management, education and raising awareness, communication, transversal competences and principles, and entrepreneurship in the marine Natura 2000 Network. A monitoring plan and external capacity building opportunities are also included, which we understand to be useful for training in marine protected areas.



FIRST SECTION – CONCEPTUAL FRAMEWORK

1. Background

The concept of capacity building, if we go back to antecedents that are still in force, can be found in the United Nations Convention on Biological Diversity (CBD), negotiated under the auspices of the United Nations Environment Program and that was open for signature at the United Nations Conference on Environment and Development, known as the "Earth Summit", held in Rio de Janeiro in June 1992. Under this international framework, during the tenth meeting of the Conference of the Parties in Nagoya (Japan), held from October 18 to 29, 2010, the Strategic Plan for Biodiversity for the period 2011-2020 was updated and approved. This new plan constitutes a ten-year action framework for all countries and parties to the convention, to halt the loss of biological diversity and ensure the provision of essential ecosystem services for people.

The aforementioned strategic plan outlines the lines of action and priorities for the signatory countries in terms of responsibilities for the conservation of global biodiversity, with capacity building playing a key role, as stated in one of the five established strategic goals:

“Strategic goal: Enhance implementation through participatory planning, knowledge management and capacity building

Likewise, the International Union for Nature (IUCN), specifically, the World Commission on Protected Areas (WCPA) and the Commission on Education and Communication (CEC), considers that capacity building has always been fundamental in increasing the effectiveness of the management of protected areas. At the IUCN World Parks Congress held in 2014 in Sydney, and at the International Congress held in Hawaii in 2016, the conclusions drawn highlighted again the huge challenge posed by capacity building.

In this respect, during 2013 and 2015, the Strategic Framework for Capacity Development (SFCD) up to 2025 was established with the aim that individuals, organizations and social partners should have the capacities to allow and support the transformation required to integrate protected areas into broader social goals, firmly positioning them as essential tools in the achievement of conservation and development goals. To meet this objective, 4 programs were defined at a global level (IUCN-WCPA, 2015):



1. Promote professionalism.
2. Support indigenous communities and local populations.
3. Enable capacity building.
4. Measure and assess impacts.

As a support for the aforementioned programs, the WCPA has carefully prepared, via a global study, the necessary competencies for the professionalisation of the actors who work in protected areas, according to their level of training and position (Appleton, 2016).

On a more national level, there are many countries that have been working in the area of capacity building for decades, and that have developed centres exclusively for this purpose. This is the case of the “*Zapovedniks*” Centre in Russia which specializes in environmental education and where one of its biggest programs is dedicated to the training of managers and professionals of protected areas (Kopylova, Danilina, & Valentine, 2011). The United States is another example of a country with extensive experience in the protection and conservation of natural sites. The training program of the National Parks of the USA is vast, not only on a physical level, but also organizationally. Among the aspects to highlight are the wide range of specialized training centres for each type of area and zone (NPS, 2018), as well as the high level of societal engagement with the national parks, providing a great diversity of opportunities in education, training, information and support for the educational and scientific communities, as well as for the general public.

In Latin America, capacity building in protected areas is integrated into the different institutions that manage the natural sites and networks of national parks (Acevedo, Vásquez, & Robles, 2006; CEPP, 2012). And, in some cases, they are even aligned with ISO management quality systems (Pérez, 2018).

In the countries that make up the European Union, the **Habitats Directive** 92/43 / CEE (CEE, 1992), regarding the conservation of natural habitats and wild flora and fauna, together with the **Birds Directive** 2009/147 / CEE (CEE, 2009), on the conservation of wild birds, constitute the main Community instrument in order to achieve the primary objective of the European Biodiversity Strategy 2020, the main consequence of its application being the creation of the **Natura 2000 Network**.

The Natura 2000 Network is defined as a European ecological network that guarantees the maintenance or restoration, in a favourable conservation status, of certain types of natural habitats, animals and plant species. The Natura 2000 Network is made up of Sites of Community Importance (SCI), Special areas of Conservation (SAC) and Special Protection Areas for Birds (SPA) (MITECO, 2018). The **marine Natura 2000 Network** is an integral part of



the European ecological Natura 2000 Network and implements the Habitats Directive and the Birds Directive in the marine environment.

At a national level, the CENEAM (National Centre for Environmental Education) has been, since its establishment in 1987, the reference point in environmental education and training for staff and professionals working in the protected areas of the Spanish territory.

The CENEAM runs an Environmental Training Program of the Ministry for Ecological Transition - Autonomous Authority for National Parks, which aims to cover the specialized training needs of people and groups, in order to facilitate the incorporation of an environmental element into the areas in which they carry out their activities. Schools towards Network Sustainability (ESenRED), is the state network of sustainable non-university educational centres set up by the initiatives of public administrations (Autonomous Communities, Municipalities, local councils...). It also collaborates with, and has support from, the CENEAM and the National Centre for Innovation and Educational Research (CNIIE).

Throughout the year all kinds of training activities are carried out within the different programs, several specific to the National Parks and Biosphere Reserves, becoming a reference point for environmental training in Spain. The CENEAM also coordinates REEDUCAMAR, the network and inventory of marine education resources in Spain, with the aim of bringing together the community of marine educators, bringing knowledge of the sea to the general public, whilst promoting marine awareness and civic responsibility with regards to the conservation of our seas.

In the field of capacity building in protected areas, there are other entities that have also made important contributions, such as EUROPARC-Spain (The Interuniversity Foundation Fernando González Bernáldez for Natural Areas), with special emphasis on the Natura 2000 Network. Its goal has been to facilitate the exchange and mutual learning between the academic, teaching and research fields and the world of management with regards to nature conservation, protected areas and their benefits for society.

The competencies in environmental education in Spain are normally assigned to the Environmental Councils or Departments of the various Autonomous Communities, some of which have a specific General Directorate, as is the case of Andalusia or the Balearic Islands. Since the publication of the White Paper on Environmental Education in 1999, many Autonomous Communities have adapted this document to their own territorial and social reality, through the design of their own strategies and programs.

Regarding environmental education programs for the educational community, two noteworthy examples are the Aldea Program (Let's Take Care of the Coast; A Coast with Roots) which has been operating for more than 25 years in Andalusia, developing key skills for



its students, and the recent MARESÍA Program in the Canary Islands that has the aim of consolidating environmental competences within educational curriculums.

In addition to these examples of the administration’s own programs (see table 1), there is a wide range of institutions and organizations that promote various educational programs associated with protected natural sites, biodiversity or climate change, and that are aimed at a very diverse public. To this we should add the municipal programs developed through the local Agenda 21 initiative, or indeed other initiatives promoted by universities, non-profit organizations or by citizens in other non-formal educational settings.

Autonomous community/ Strategy EA	Start date	Approval date	Time frame	Current status/ Observations
ANDALUCÍA Andalusian Environmental Education Strategy (EAdeA)	2001	2004	2002-2006, Although it was approved 2004. (Completed)	Integrated into the Andalusian Action Framework 2004-10. Framework still in use. The initiatives put forward in the EAdeA remain active.
CANARIAS The Canary Islands Environmental Education Strategy	2002-2003	Not approved	*	In the process of updating in 2014. Draft for the debate CANARY ISLAND STRATEGY FOR SOCIAL RESPONSIBILITY AND ENVIRONMENTAL EDUCATION: An instrument for participatory sustainability management.
CANTABRIA Cantabrian Environmental Education Strategy	2002	2006	No time frame	Framework still in use. Updating started in 2011.
CATALUÑA Catalonian Environmental Education Strategy	2000	2003	No time frame	Framework still in use
COMUNIDAD VALENCIANA Valencian Environmental Education Strategy for Sustainable Development	2004	Not approved	*	In 2018 it became “The guideline for Environmental Educational Strategy in the Valencian Community. An Environmental Education Roadmap.
GALICIA Galician Environmental Education Strategy (EGEA)	1998	2000	2000-2006 (Completed)	The SGEA Put forward a renewal proposal (Project Fénix) but it wasn’t approved.
ISLAS BALEARES Balearic Islands Environmental Education Strategy I	2000	2003	No time frame	Framework still in use
REGIÓN DE MURCIA Murcian Environmental Education Strategy	2002	2006	*	*
PAÍS VASCO Basque Country Environmental Education Strategy for the Sustainability of the Basque Country	2015	2018	2018-2030	Starting up

Table 1. Summary of the status of the Environmental Education Strategies of the coastal Autonomous Communities. Source: The Alternatives Foundation and the Spanish Network for Sustainable Development Solutions (SDSN). Environmental education and the path towards sustainability 2019.



2. Capacity Building: concepts and principles

Over several decades, capacity building in protected areas has become pivotal in achieving conservation objectives, where it is established that:

“The ability to manage is the sum of will, competence, skills and adequate resources” (IUCN-WCPA).

The current Capacity Building Strategy has been conceived through the participation of the different actors involved in the management of the sites of the marine Natura 2000 Network. Important contributions have been made in the participatory forums that have, after an in depth, complex, but enriching analysis, given a structure to the aforementioned Strategy. As a consequence, the involvement of different actors and social and economic sectors has led to the document being drawn up on the basis of the needs that were identified in order to improve capacity building with regards to the management and conservation of the marine Natura 2000 Network.

Due to the nature of the Capacity Building Strategy and taking into account the framework of the LIFE IP INTEMARES project, capacity building has been defined as follows:

“Capacity building is the set of training processes, where a planned, systematic and organized procedure is used through which a given group will acquire knowledge and skills. This is done with the aim of increasing individual and collective capacity in order to achieve the set objectives of the marine Natura 2000 Network within the Spanish territory”.

Within the PAF for the financing of the Natura 2000 Network in Spain for the period 2014-2020 (CENP, 2014), the lack of training of technical management personnel and users of the sea is identified as a weakness. Capacity building components therefore play a strategic role in the LIFE IP INTEMARES project, being essential to guaranteeing a better management of the Natura 2000 Network at sea, and so that human activities can be carried out in a sustainable way.

This action helps to achieve the objectives of the LIFE IP INTEMARES project and the PAF, including:

- Improve critical knowledge for management.
- Ensure the effective management of the marine Natura 2000 Network.
- Provide information, training and raise sufficient awareness in order to achieve the conservation targets within Natura 2000 sites.
- Promote sustainable tourism and employment related to the Natura 2000 Network.



3. Capacity building Strategy objectives

3.1. Final objective

Develop a strategy to educate and train users and managers of the marine Natura 2000 Network, which facilitates proper and coordinated decision-making by the competent administrations, and the development of economic activities in line with the values of a sustainable blue economy.

3.2. General objectives

1. Identify barriers and training needs through the experience and involvement of managers, scientists, economic sectors and users of the marine Natura 2000 Network. This is achieved through the work carried out in different participatory stages, with the aim of elaborating a Capacity Building Strategy for the marine Natura 2000 Network.
2. Incorporate, update and increase knowledge on the topics that were identified and prioritized by the different users involved in the management of the marine Natura 2000 Network during the different participatory stages.

3.3 Specific Objectives

- a. Increase knowledge in the area of governance for managers and key actors, providing them with the tools to improve the management and coordination of sites, as well as enhancing coexistence between the different actors and interests that can be found in the marine Natura 2000 Network.
- b. Train and equip managers in management techniques and provide innovative tools for the elaboration and implementation of updated and economically viable management plans, adapted to the realities of the sites that make up the marine Natura 2000 Network.
- c. Strengthen and increase capacities and contents in education, awareness and communication, so that managers and users are capable of adopting values and behaviour in accordance with the objectives set out by the marine Natura 2000 Network.
- d. Develop personal and professional skills to enhance management effectiveness of the marine Natura 2000 Network.
- e. Show the importance of the marine Natura 2000 Network for society as a whole, together with the accompanying economic, social and cultural opportunities, within a new model of circular economy and sustainable blue growth.



SECOND SECTION– DIAGNOSIS

4. Situational analysis– participatory process

To initiate the Capacity Building Strategy, a participatory process was carried out (**see Diagram 2**), which began in October 2017, and was published in December 2019, after having received online contributions to the final draft through the project's website and email address.



Diagram 1. Diagram of the participatory process carried out in order to develop the Capacity Building Strategy.

Information on the various participatory sessions held during the development of this strategy are described below.

4.1. Working sessions

As a starting point, in October 2017 a two-day working session was held in Valsaín (Segovia), at the CENEAM. The main objective was to identify the actors and targets of the Capacity Building Strategy. The participants were the partners of the LIFE IP INTEMARES project and other entities or organizations that, although not initial partners, are considered essential for the achievement of the general objectives of the project or are involved in the carrying out of several actions within LIFE INTEMARES IP.

Once the actors and targets of the Capacity Building Strategy were identified in the workshop, an internal classification was made by area (see Section 5.2), as well as by each of the marine subdivisions (MSD) that make up the Spanish marine environment according to the law 41/2010, 29 of December (BOE, 2010), on the protection of the marine environment. There are 5 different marine subdivisions: Levantine-Balearic marine subdivision (LBMSD), Estrecho and Alboran marine subdivision (EAMSD), Nor-Atlantic marine subdivision (NAMSD), South-Atlantic marine subdivision (SAMSD) and Canary marine subdivision (CMSD).



4.2. Analysis of the actors and recipients

One of the biggest challenges in relation to the mainstreaming of the Capacity Building Strategy has been identifying and preparing a map of actors and targets (see definitions in the final glossary). 1,845 actors and 2,049 targets have been identified, although many of the actors are targets, and vice versa. After drawing up a sociogram, it was concluded that the majority of key actors, that is, those who are users of the areas, are also mostly targets. However, not all the targets are key actors or participate in decision-making processes and in other cases they may not have the capacity to identify needs. This is due to the fact that their area of activity bears little or no relation to marine areas and they may even be unaware of their existence, but they create an impact, both direct and indirect, and have decision-making capacity at a parliamentary level, or in some sector of industry or maritime transport.

In addition, with the aim of standardizing the process of identifying which groups, sectors or actors are to be the targets or a necessary component in the actions of the Capacity Building Strategy, the following classification has been drawn up (Table 1) so people can search according to their training requirements.

Table 1. Map of the actors and targets of the Capacity Building Strategy

Sector	
Extractive, transformative and commercial activities	Commercial fisheries, aquaculture, fisheries local action groups (FLAG) and producers, processors and commercial organizations have been included.
Administrations	The General State Administration, Autonomous Communities and Local Administrations have been included
Local associations and NGOs	
Communication and outreach	
Scientific Community	
Educational community	Includes both university and non-university
Tourist sector and recreational boating activities	This broad group includes recreational boating companies, sport fishing, marinas, tour operators and hotels.
Maritime transport	Both goods and passengers
Other stakeholders	SME's related to the Natura 2000 Network. Maritime and Energy sectors



4.3. Online surveys and participatory workshops

The methodology and results of the online surveys and participatory workshops are described below.

4.3.1. Methodology

During the participatory consultation process, the Collective Intelligence (CI) methodology was followed (Hastings & Domegan, 2013; McHugh, Domegan, Devaney, & Hastings. 2015), a term used to define collective or group intelligence that comes as a result of the collaboration and the collective efforts and competences of many individuals and that appears in consensus-based decision-making. It can be understood as a property that comes from the synergies between:

- 1) information-information-knowledge;
- 2) software-hardware;
- 3) experts (those with new knowledge and recognized authority) who learn on a continuous basis from different comments in order to develop knowledge and make better decisions taking into account the three elements separately.

The software used was The Interpretive Structural Modelling (ISM), an effective methodology in dealing with complex problems. Interpretive structural modelling (ISM) is a technique based on helping small groups develop graphical representations of complex systems. It is used in activities such as technology assessment, exploring the basic concepts underlying technical aspects. In short, it is a process that transforms unclear and poorly articulated system models into visible, well-defined, multi-purpose systems.

Online surveys began in January 2018 with the participatory workshops beginning in March of that year. Below, diagram 3 shows the four stages of this second phase of the participatory process.

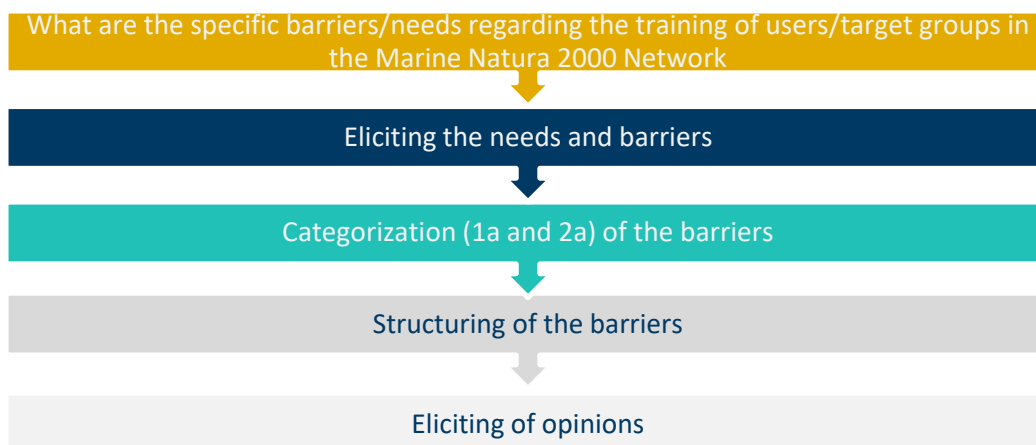


Diagram 2. Diagram of the different stages followed during the online surveys and participatory workshops

4.3.1.1. Identifying barriers and needs

A total of **6 online surveys** were carried out, divided up into one survey for each of the 5 different MSD, and additionally one survey at a national level. The following question was included:

What are the specific barriers/needs regarding training for the users/recipients in the areas of the marine Natura 2000 Network?

Once the online surveys were set up, the participants had time to respond and state both the barriers and the needs that they had identified.

4.3.1.2. Categorization of barriers (1ª y 2ª)

All the responses were organized and categorized within the Internal Working Group (IWG), made up of a representative of the Biodiversity Foundation (BF), a representative of WWF Spain, three representatives of SUBMON and a representative of the UB (University of Barcelona) (Image 1).



Image 1. Working session of the Internal Working Group in Madrid (WWF headquarters).

In the different sessions of the IWG (one for each MSD), all responses were processed, eliminating any duplications, separating those that included more than one barrier, and reviewing any doubts that may have arisen during the completion of the survey. An initial categorization of the barriers and needs was also established (Diagram 4).

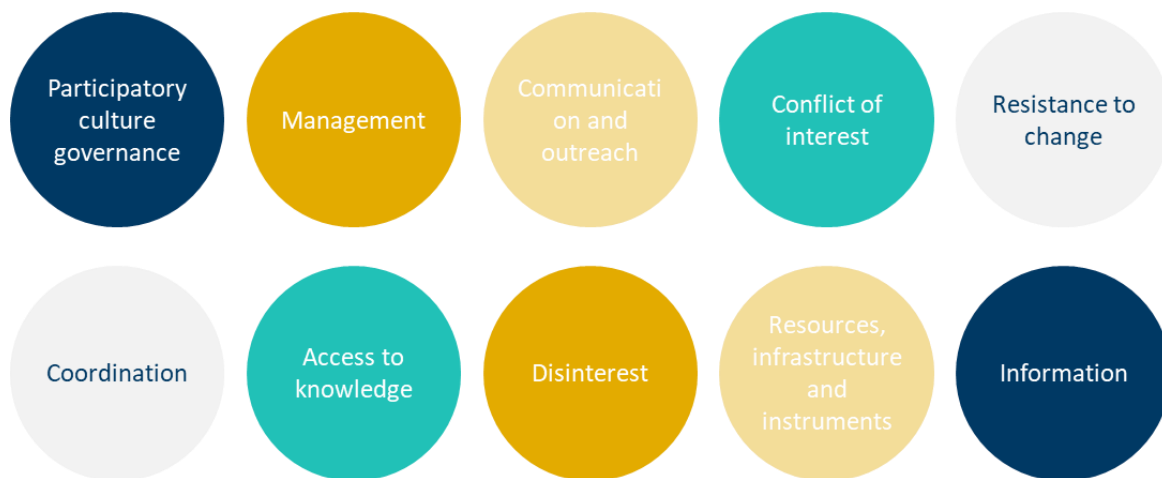


Diagram 3. Initial categorization of the IWG.

Once the task of categorizing the online surveys within the IWG had been completed, all responses were passed on to the participatory workshops.

In total, **9 participatory workshops** were held in the different MSD, in which the results of the online surveys and the subsequent discussions in the IWG were shown. The number of workshops was decided internally, based on the geographical size of each subdivision the ease in which participants could travel within their subdivision, and the existing Autonomous Community divisions. This resulted in three workshops in the MSD Levantine-Balearic, one workshop in the MSD Estrecho and Alboran, two workshops in the MSD Nor-Atlantic, one workshop in the MSD South-Atlantic and two workshops in the Canarian MSD (Table 2). An online call was launched and for each of the workshops invitations to participants were based on trying to maintain a balanced sectoral representation. After the completion of the workshops and with the aim of increasing the quality of the participation process and the formulation of the strategy, a report was sent back by each MSD, which can be consulted at the following link (<http://intemares.es/gobernanza-capacitacion/estrategia-de-capacitacion>).

Table 2 . Participatory workshops held in each of the marine subdivisions (MSD)

MSD Levantin-Balearic	Barcelona (7/03/18)
	Mallorca (23/03/18)
	Alicante (16/04/18)
MSD Estrecho and Alboran	Málaga (2/05/18)
MSD Nor-Atlantic	A Coruña (15/05/18)
	Bilbao (21/05/18)
MSD South-Atlantic	Cádiz (28/05/18)
MSD Canarian	Las Palmas de Gran Canaria (13/06/18)
	Santa Cruz de Tenerife (15/06/18)

As a starting point, within each of the workshops, a second categorization of barriers was carried out in which participants reviewed the first categorization made by the IWG. Participants had the opportunity to change the categories, both in the creation, elimination, or fusion of categories, as well as in moving barriers from one category to another. The results of this second categorization can be found on the project website in the reports sent back by each of the participatory workshops.

4.3.1.3. Structuring of barriers

Once the definitive categorization of the barriers had been carried out, a vote was taken. Each participant had the opportunity to vote for the barriers that they felt to be the most relevant or important. The 10-12 most voted for barriers were subsequently selected to search for joint solutions or options.

Prior to eliciting options, a structuring of these barriers was made (Image 2). This process was carried out through the software ISM (*Interpretive Structural Modelling*) and via the participants thought processes, guided by the software itself and by a technician specializing in participation who highlighted which barriers were aggravated more by other barriers until a map-shaped structure was obtained.



Image 2 . Photograph taken in one of the participatory workshops during the structuring of barriers.

4.3.1.4. Eliciting options

Participants were divided into different groups and worked on finding solutions or options for each of the 10-12 most voted for barriers. Finally, each group presented each of the options in order to fine-tune and validate them with the rest of the group participating in the workshop.

The needs that were derived via the online surveys were worked on internally, since it was observed that a high percentage of them showed similarity to the options and solutions obtained.



4.3.2. Results

4.3.2.1. Sectoral representation

During the online surveys, a total of 1,845 emails were sent to previously identified key stakeholders from different sectors (Diagram 5).

Diagram 6 shows the sectoral representation of participation in the online surveys, in which a total of 337 barriers and 246 needs were identified. It should be noted that the highest participation was from the public administration (27%), followed by the tour operators (14%), NGOs (13%), the scientific community (10%) and the Fisheries Local Action Groups (10%).

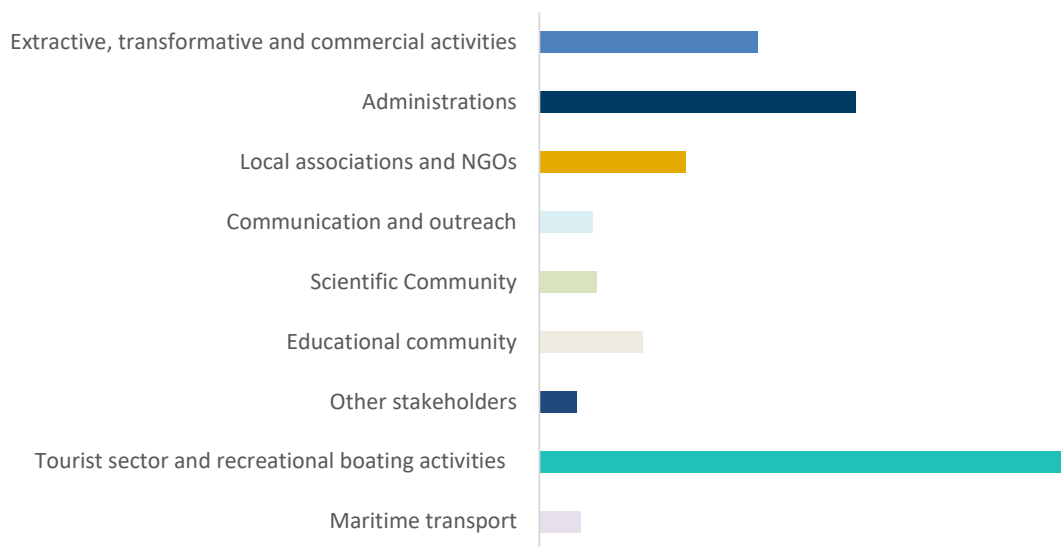


Diagram 4. Sectoral representation by percentage of the recipients of the online survey

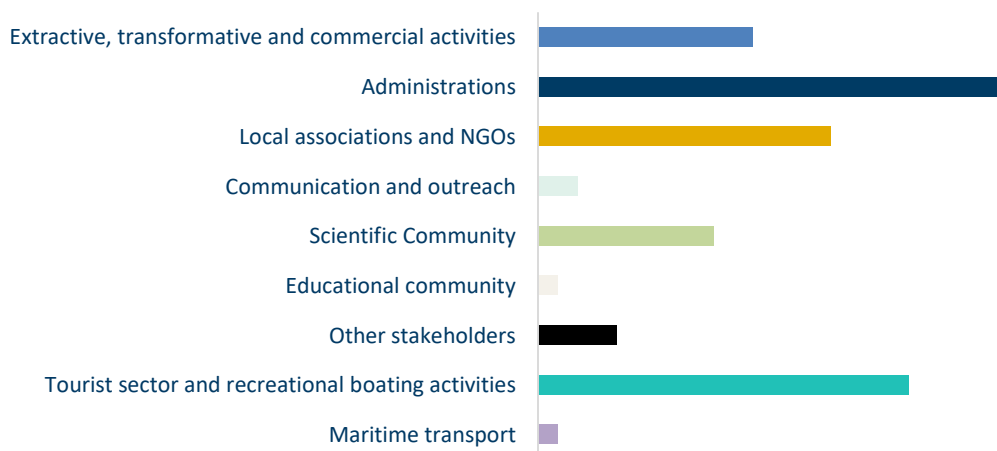


Diagram 5. Sectorial Representation by percentage of participation in the online survey.



A total of **108 people attended the participatory workshops**. Diagram 7 shows the sectoral representation during these workshops. It is worth noting the low participation level of managers of the Natura 2000 Network, although within this group the administrations of the Autonomous Communities did participate, in many cases general directorates, in charge of drafting the management plans of the marine Natura 2000 Network areas. The scientific community and NGOs, especially ones related to conservation, also had significant representation.

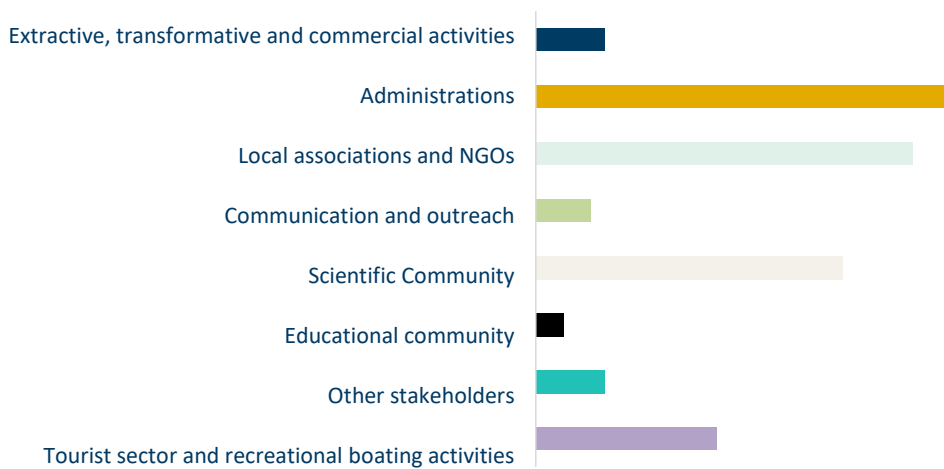


Diagram 6. Sectoral representation in the participatory workshops.

Throughout the online survey process, participation was enhanced through phone calls, reminding respondents of the importance of answering the questionnaire and participating in the workshops. 30% of the respondents were called (calls were made proportionally within the different sectors involved in the online survey).

4.3.2.2. Vote on barriers

The results from all the participatory workshops held in the different MSD are summarized in the following tables, showing which barriers were voted as being the most relevant. The results of each of the workshops can be consulted in the reports of the MSDs that can be found on the project website:

<http://intemares.es/gobernanza-capacitacion/estrategia-de-capacitacion>

The categories shown have been worked on internally in order to unify results, since some of the barriers were classified differently within the various workshops.

In addition, those barriers or solutions that showed the same idea or concept, but were phrased differently, have also been grouped together so as to avoid duplication.



- **Participatory culture/governance**

This category includes all those barriers related to the participation of the various interest groups in decision-making at a conservation or management policy level, in the lack of a forum for adequate participation and governance, along with those related to regulations and legislation. Table 3 shows that this category has been highlighted in all the MSD.

It is worth mentioning the barriers related to governance and, in particular, the lack of co-management that was identified in the Barcelona workshop, but was not mentioned explicitly in any of the other workshops within the Levantine-Balearic MSD.

In the case of the Estrecho and Alboran MSD, the workshop participants agreed that there were problems in the application of restrictive measures by managers against the illegal activities of certain companies or users; in addition they identified a lack of will to put in place mechanisms to ensure compliance with the stipulated regulations regarding the use of the protected areas.

In the Nor-Atlantic MSD, a lack of collaborative work was detected. This was specified differently in the two workshops where a lack of leadership and a lack of inclusion of all the stakeholders in managing the area were identified.

The South-Atlantic MSD identified, above all, an absence of participation by users in the management of marine areas within the Natura 2000 Network. In the workshops held in the Canary MSD, a lack of participatory culture in general was observed, in addition to a lack of applicability of the principles of governance for management in these areas.

Table 3. The most voted for barriers with the category “Participatory culture/governance”

Barrier	DLB	DNA	DEA	DSA	DC
Lack of knowledge regarding co-management as a tool to promote co-responsibility and improve governance (failure to implement it)					
Lack of participatory culture in general					
Lack of skills for collaborative work					
Absence of real specific management plans for each marine protected area, which include specific actions, including capacity building					
The lack of participation of the main actors in the area (e.g. artisanal fishermen in marine reserves of interest to the fishing industry is non-existent in decision-making)					



Barrier	DLB	DNA	DEA	DSA	DC
Problems in the application of restrictive measures against illegal activities by managers					
Lack of will to implement mechanisms to ensure compliance with the stipulated regulations regarding the use of the protected areas					
Lack of inclusion of all the stakeholders in management of the areas (users / those affected, private sector and public sector)					
Lack of good leadership					
Lack of participation in management tasks by users of the areas					
Lack of coordination between administrations to capture the needs of the areas and how best to meet those needs					
Lack of any real ability to apply the principles of governance in the management of the protected marine areas of the Natura 2000 Network					
Lack of studies on load capacity of the protected areas. Classification of permitted, prohibited and authorized uses					
Failure in the way scientific results have been applied to the management of the Marine Natura 2000 Network					

- **Conflicts of interest**

Within this category, all the barriers that refer to a conflict between actors, sectors or use of the sites have been included. In all MSD, the category of “Conflict of Interest” has been retained (Table 4).

In all the MSD, except the MSD Estrecho and Alboran, a conflict between stakeholders has been identified in the marine areas within the Natura 2000 Network. In the case of the latter, it has been observed that all workshop participants consider that there is a conflict between current management plans and possible socio-economic activities to be carried out in a protected area.

In addition, in the MSD Levantine-Balearic, they have identified a difficulty in setting priorities. Finally, in the Canarian MSD a lack of maritime spatial planning has been detected, which causes a conflict with regards to coastal uses.



Table 4 . Most voted for barriers in the category “Conflict of interest “

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Difficulty in setting priorities (what are the determining uses? What are they subjected to?)					
Conflicts between actors					
Conflicts between uses and interests in the area.					
Lack of maritime spatial planning that causes a conflict of coastal uses					

- Resistance to change**

Barriers concerned with the lack of flexibility regarding the transformation of habits and behaviours are grouped into this category (Table 5). This category has only been maintained within the Levantine-Balearic, Nor-Atlantic and South-Atlantic MSD, since in the other MSD it was not considered as a barrier to capacity building.

Table 5 . The most voted for barriers in the category “Resistance to change”

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Resistance to regulatory changes or legislation that would normally limit activities in these areas					
Resistance of the population to see marine protected areas as something positive					
Individual and social resistance to modifying habits and behaviours of daily life that can have an effect on these areas					
Firmly held beliefs					

- Coordination/management**

The category of “coordination / management” includes those barriers related to the lack of coordination and management between actors or sectors, in addition to the lack of management planning. The barrier related to a lack of communication between users and an unawareness of the benefits generated by the Natura 2000 Network sites has been included in various marine subdivisions as a lack of coordination, rather than as a lack of communication



Table 6 . The most voted for barriers in the category “Coordination/management “

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSSD
Lack of a clear and encompassing strategy that includes capacity building in the management and uses of protected marine sites	Dark Blue				
Lack of coordination between the different administrative departments		Dark Blue			
Conflict between the different administrations and administrative bodies with competences in the MPAs			Dark Blue		
Lack of will to function in an integrated way between different public and private institutions			Dark Blue		
Lack of action in covering the deficiencies and gaps identified in the project INDEMARES		Dark Blue			
Lack of management and action plans for the Natura 2000 Network areas		Dark Blue			
Lack of transparency in decision-making		Dark Blue			

- **Resources, infrastructure and instruments**

All those barriers related to a lack of physical material or lack of human resources have been included in this category (Table 7). In general, a lack of resources has been identified in all MSD.

The Malaga workshop highlighted the lack of personnel and funding for environmental monitoring.

In both workshops in the Nor-Atlantic MSD it was emphasized that whilst there are economic resources, meeting the established long-term objectives is hindered by a lack of economic continuity

Table 7 . The most voted for barriers in the category “Resources, infrastructure and instruments “

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Absence of any real specific management plans for each marine protected area, which include specific actions, including capacity building					
Lack of stable and sustainable financial means for proper management and planning of the Natura 2000 Network areas					
Lack of financing and trained personnel for environmental monitoring and MPA management					
Lack / shortage of managers of marine protected areas					
Lack of training resources on the part of the administration, even in cases of high demand, such as in locally protected areas					
Lack of economic resources in general					
Lack of personnel					

- **Communication and access to knowledge**

The category of "Communication and access to knowledge" includes all those barriers that are related to existing, but inaccessible information, and to existing and accessible information that is poorly communicated. This category, together with “Participatory culture / governance”, recorded the highest number of voted for barriers during the participatory workshops (Table 8).

Table 8 . Most voted for barriers in the category “Communication and access to knowledge “

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Unawareness and lack of understanding of the objectives and regulations of marine areas					
Inability to generate a sense of belonging or community to these sites, or to most of the species included within the areas.					
Lack of communication and awareness among users of the benefits generated by the Natura 2000 Network, especially in marine areas					
Lack of information among the users					
Lack of knowledge to be able to establish efficient recovery and regeneration plans					
Lack of knowledge regarding the effects of climate change on MPAs					
Inability of society to visualize the state of degradation of marine ecosystems or the damaging effects caused by pressure on the ecosystem					



Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Insufficient information for the inhabitants and users of the marine areas					
Lack of environmental awareness, and awareness in general, of the importance of the marine environment					
Failure in the image transmitted to society regarding the forms of protection					
General perception of "protection = prohibition"					
Complexity and special difficulty in acquiring knowledge in relation to the ecology and functioning of these areas					
Failure to raise awareness and provide adequate training for the actors involved					
Insufficient efforts to inform and educate society about the importance of the Natura 2000 Network areas					

- Information**

Within the category of “Information” all those barriers related to a lack of information or data have been included, that is to say, information that is necessary to develop more scientific studies or compile data, approaches, etc, in order to obtain the information required to properly manage an area (Table 9).

Table 9 . The most voted for barriers in the category of “Information “

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Lack of knowledge on how certain activities need to be carried out to ensure their proper management					
Lack of awareness and dissemination programs on fishing and protection					
Insufficient scientific or environmental data					
Lack of knowledge on the ecological requirements of the habitats and marine species that are the conservation targets in each Natura 2000 Network area					
Inadequate or insufficient information on the management and uses of the Marine Natura 2000 Network areas					
Lack of information on environmental and socio-economic values					
Lack of knowledge on the local reality of the areas in question by the administrations in charge of drafting regulations					
Lack of study and monitoring plans for the SAC					



- **Disinterest**

The category of "Disinterest" includes all those barriers related to the lack of general interest in marine conservation, and non-transversal or low priority environmental policies.

Table 10 shows that only the Levantine-Balearic and Nor-Atlantic MSD voted barriers within the category of disinterest as being the most relevant. This was one of the most argued over categories, since many of the participants associated a lack of interest with a "lack of governance" or "lack of coordination", or even a "lack of communication", rather than the lack of interest itself.

Table 10 . Most voted for barriers within the category of "Disinterest "

Barrier	LBMSD	NAMSD	EAMSD	SAMSD	CMSD
Lack of political will to conserve the marine environment and inform and educate about the sea					
Refusal for each individual to assume their own responsibilities					
Lack of will on behalf of the administrations involved to value these areas.					
Lack of interest in carrying out training that is not required by an administration, and / or if the results of the training don't provide a clear and usable result for the group					

4.3.2.3. Structuring of barriers and generating opinions

All the aforementioned barriers were worked on separately in each of the workshops by creating barrier structuring maps. These maps identified relationships between barriers and also which barriers negatively affected other ones, (these maps are available in the feedback reports sent by each MSD that can be consulted on the project website (example Diagram 8). In each workshop, and for each barrier, solutions and opinions were looked for and a total of 156 were identified.

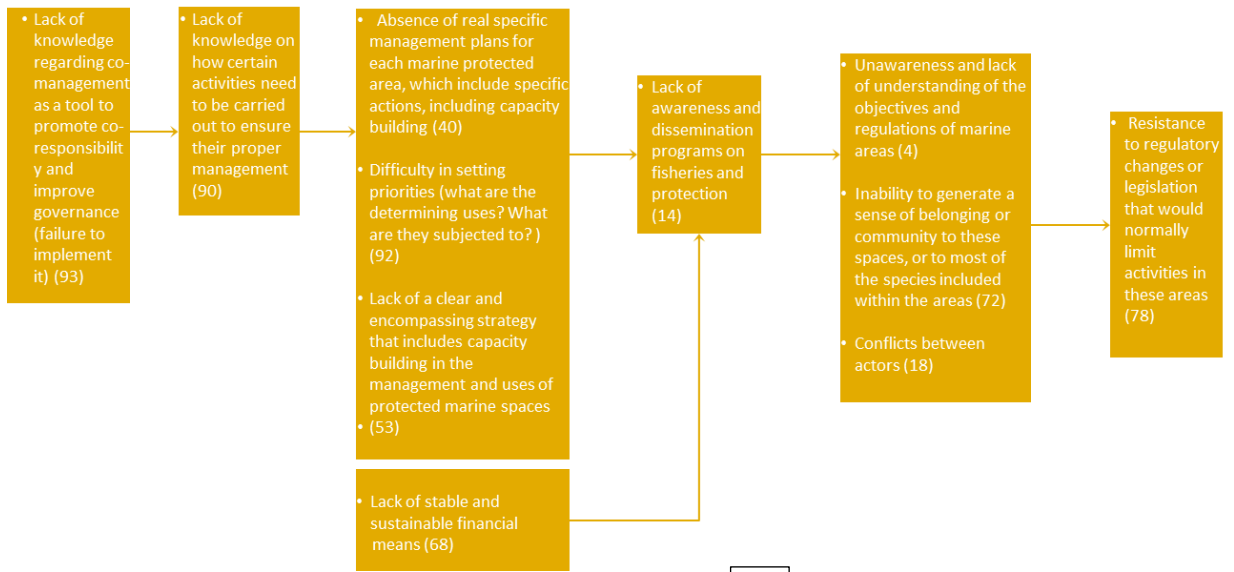


Diagram 7. Example of the charts elaborated during the workshops (Barcelona workshop)



4.4. 2º Committee on Social Participation

The Committee on Social Participation of the LIFE IP INTEMARES project is an advisory body, of dynamic composition and of a consultative nature, working on the actions of the project, studying and making known the opinions of a heterogeneous group of relevant sectors in the marine Natura 2000 Network. In addition, it is in charge of evaluating the participatory processes and supporting the management and resolution of possible conflicts in the actions to be carried out in the project.

The 2nd Participation Committee (June 2018), focused on the Capacity Building Strategy, with the aim of contributing significantly to the development of a first draft, facilitating collective work between administrations and socio-economic actors of the marine Natura 2000 Network.

Considering participation from an integrative and strategic approach, and taking into account the objective of this committee, the participants were selected under pre-established criteria. The committee called on the partners of the project, the public administration for each Autonomous Community (representing the General Directorate of Fisheries, Natural Environment and Education and Training), the sectors that were absent in the online surveys and participatory workshops, key people (considered important due to their professional career, their involvement with the Capacity Building Strategy or their relationship with the LIFE IP INTEMARES project), and the representatives of the sectors involved in the Capacity Building Strategy. Diagram 9 graphically shows the representation of the different sectors in the Committee.

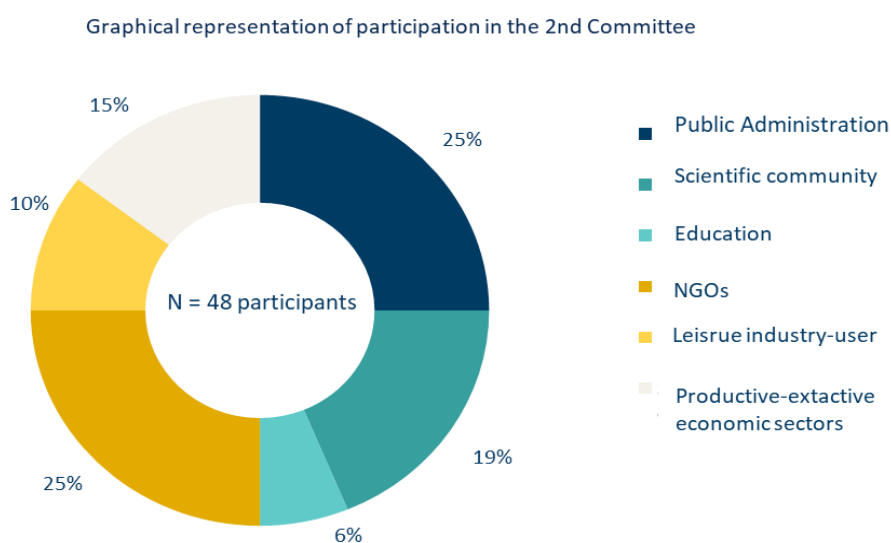


Diagram 8. Graphical representation of the sectors that participated in the 2nd committee on Social Participation.



The Committee favoured good participatory practices, fostering the creation of networks, dialogue and validating the participatory process via consultations carried out by SUBMON in the elaboration of the Capacity Building Strategy. The results of the committee focused on the validation of the strategic lines, capacity building actions and expected results throughout the LIFE IP INTEMARES project. Through different assessment tools, the participants expressed a high degree of satisfaction with the committee, where the work environment, the venue and the methodology were some of the highest valued aspects.

The 2nd Committee on Social Participation was supported externally by "Altekio initiatives towards sustainability", the methodology used, and the results obtained can be consulted on the project website.

4.5. Expert workshop

In order to complement and validate the Capacity Building Strategy, once the different thematic areas, programs and actions had been established, an expert workshop was held (November 2018) to analyze in detail any gaps or shortcomings or key points to highlight, stress or eliminate, in order for the strategy to be practical for users and inclusive in all areas included in the marine Natura 2000 Network.

The workshop was made up of a total of 11 people from within the different areas of governance, management of marine protected areas, education, awareness and communication (Diagram 10). The area of competencies was worked on together during the workshop and, in addition, at a later date with experts in the given area.

Graphical representation of participants in the expert workshop

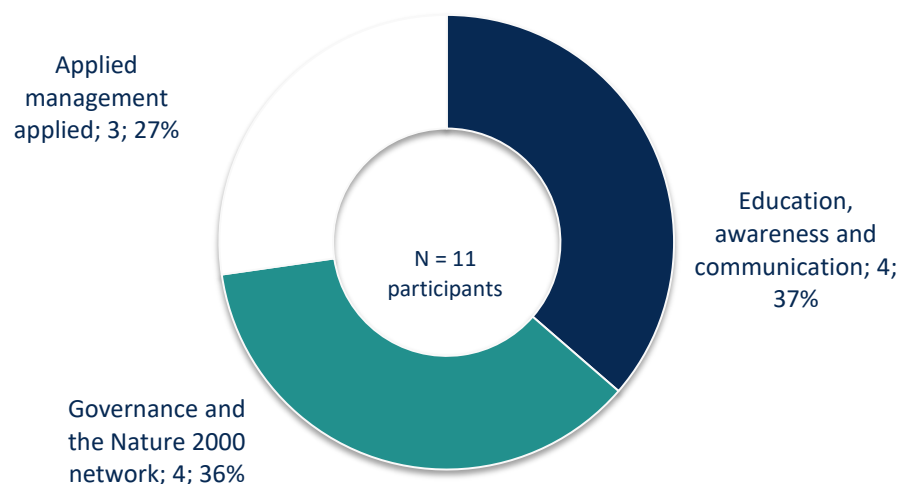


Diagram 9. Graphical representation of the sectors that participated in the expert workshop.



The workshop made it possible to obtain a complete validation, avoiding as far as possible the inclusion of biases or lack of relevant actions in the Capacity Building Strategy. Work was carried out to identify deficiencies in the different thematic areas, as well as a revision of the wording and contributions that were considered relevant for its development. In addition, work was made on the implementation of the Capacity Building Strategy (which is explained in greater detail in point 7. Implementation). The setting up or implementation of the Capacity Building Strategy is defined by applying criteria that facilitate the selection of the type of programs that have the highest implementation priorities in the marine areas that make up the Natura 2000 Network within the framework of the LIFE IP INTEMARES Project. The criteria defined for prioritizing the implementation of actions and programs were established as follows:

- **Criteria 1 (C1):** the results from the first level of barrier structuring maps that were created in all marine subdivisions.
- **Criteria 2 (C2):** the prioritized measures according to the PAF (2014-2020) and the provisional measures of the new PAF (2021-2027)
- **Criteria 3 (C3):** criteria of the expert workshop

During the workshop, a total of 8 programs were identified as priorities, acquiring the criteria 3 from the experts. All information on the implementation of the Capacity Building Strategy can be consulted in the Plan.

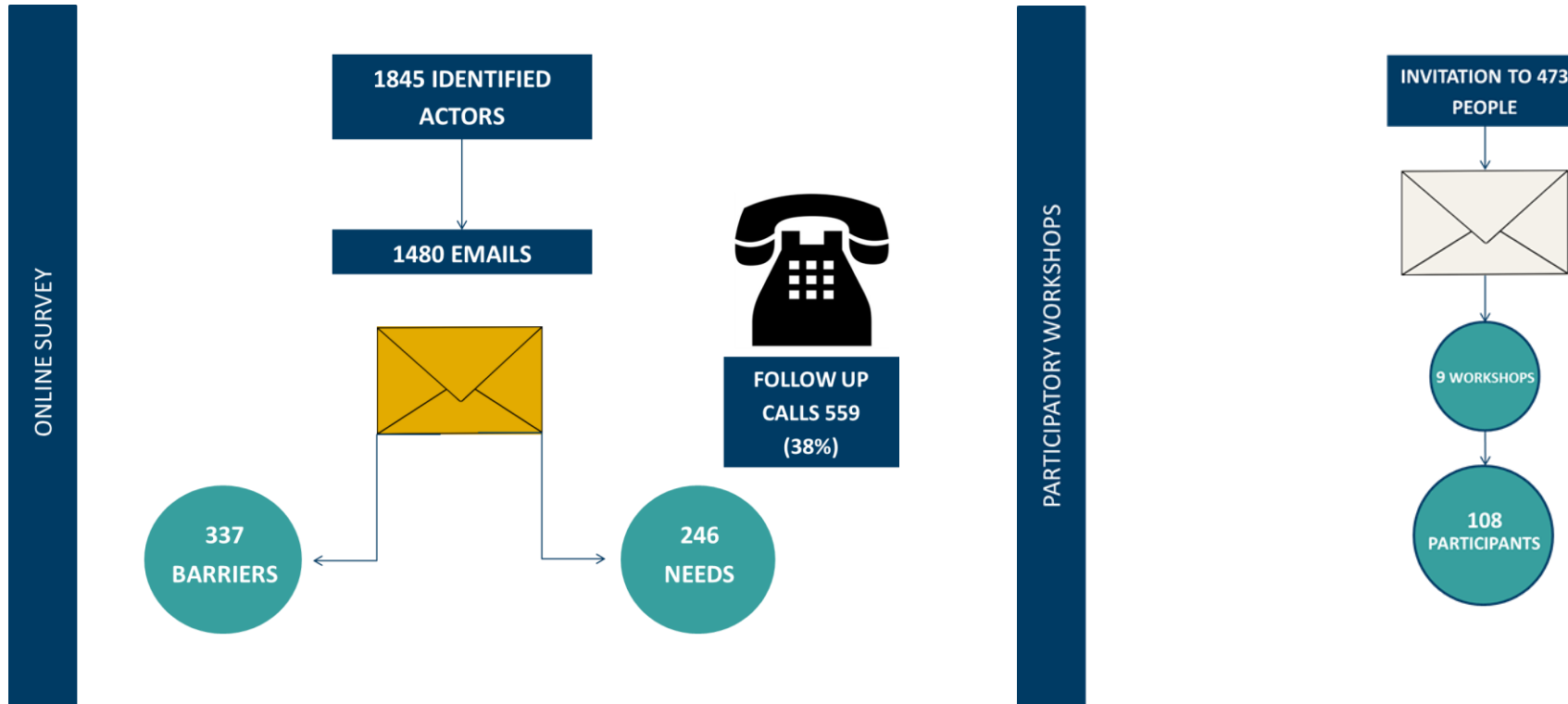
This workspace was supported externally by Altekio, the methodology used, and the results obtained can be consulted on the project website.

4.7. Online surveys

After the initial drafting of the document there was an 8-week period for online surveys (between July and September 2019) to receive input from all the people and entities that wished to participate. This participatory forum received 28 comments or contributions, from 6 different participants, those contributions that were considered relevant, or led to improvements, were integrated into the document.

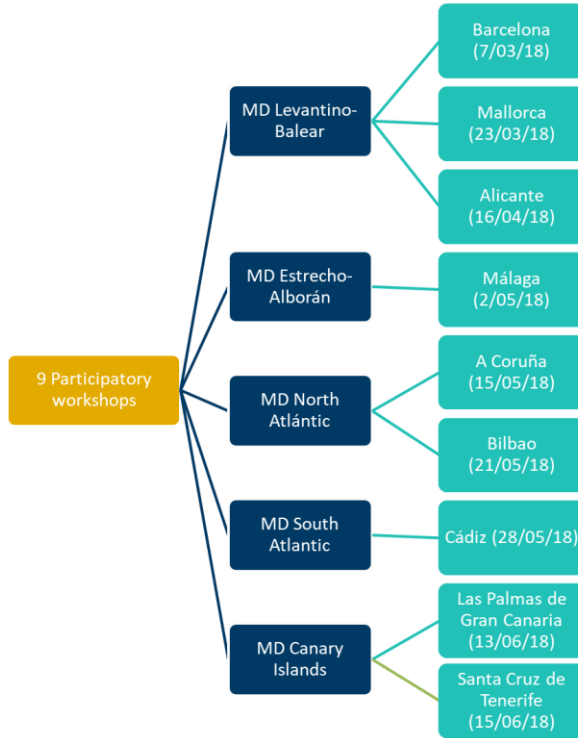


4.6. Elaboration process summary

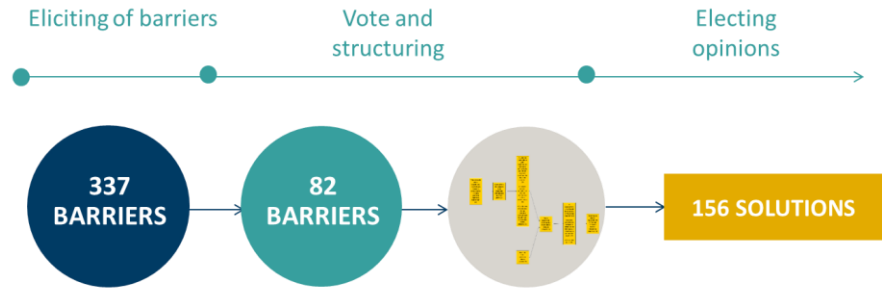




PARTICIPATORY WORKSHOPS



PARTICIPATORY WORKSHOPS

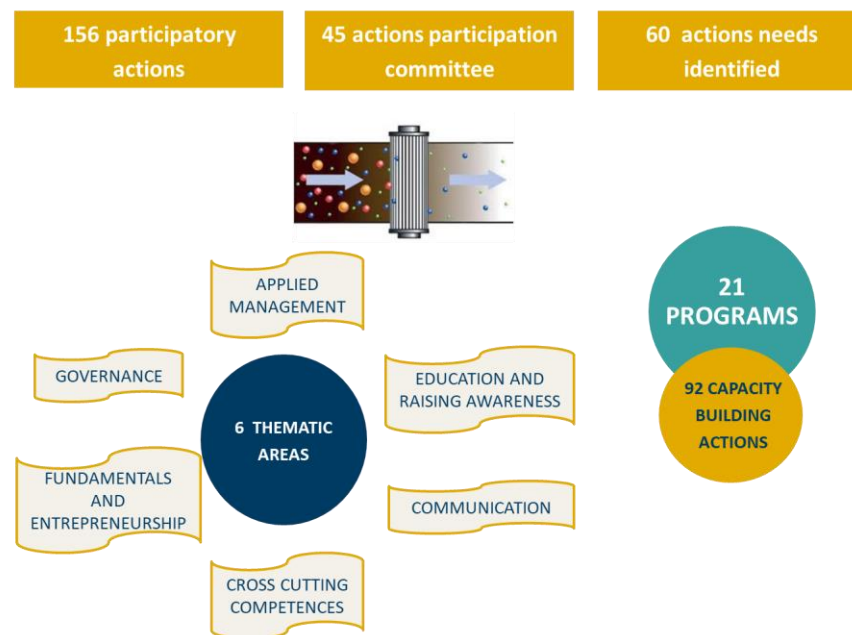




2º COMMITTEE ON SOCIAL PARTICIPATION

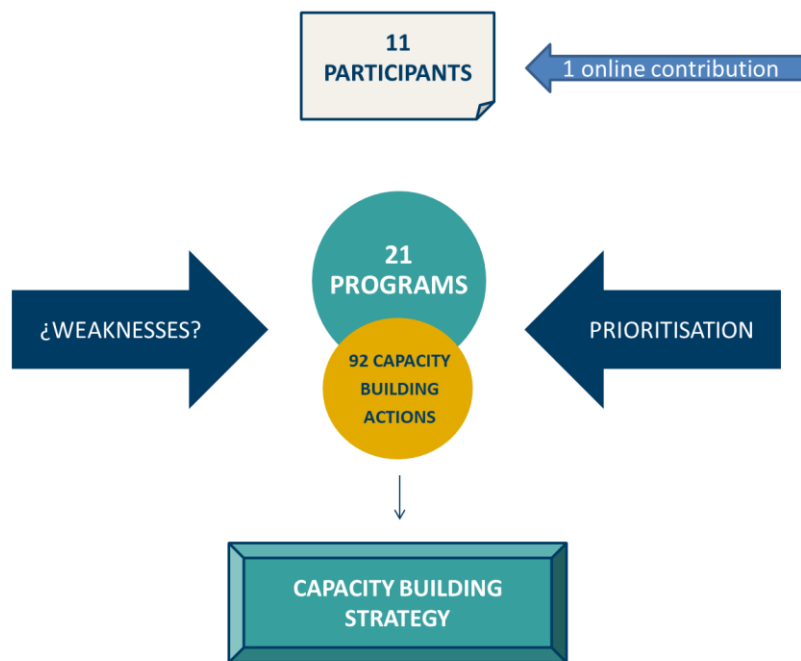


INTERNAL WORK





EXPERT WORKSHOPS



SUMMARY OF THE PARTICIPATORY PROCESS





5. Conclusions and general recommendations

This section summarizes the conclusions of the process, which have also helped in the subsequent preparation of the document and, above all, to cover the capacity building needs that were identified and introduced in the Action Plan.

5.1. Conclusions regarding participation

The participatory process has been key in the preparation of the Strategy, contributing 60% of the training actions incorporated into the Action Plan.

At a general level, and with regards to the participatory processes, resistance and fatigue have been detected on the part of the autonomous communities and the managers of the marine Natura 2000 Network, deriving from an over-saturation in the demand for participation, and an overload of work, accompanied in some cases by a certain disinterest.

The invitation to participate should be accompanied by some form of follow-up, since it has been seen that participation duly increases by up to 50%, as well as improving the willingness and interest of the participants.

In this instance, the follow-up was by telephone, and we considered that the calls should focus on those sectors that may be less aware of what was being asked of them in the participatory process and about the importance of their participation, in order to personally provide details in the cases where they do not understand, or do not know what they are being asked.

After the participatory process, a first essential need was identified at a general level, which consisted of understanding the concept of "capacity building", confused in most cases as either management or training.

At a national level, there is a clear need to "recognize the term" marine Natura 2000 Network, along with its implications and benefits, at both a social and environmental level.

5.2. Conclusions by marine subdivision

The conclusions by marine subdivisions are detailed below:



5.2.1. Levantine-Balearic marine subdivision

This is one of the subdivisions where tourist activity is more prevalent, an aspect that is reflected in the participation of this sector in face-to-face workshops (23.52%) and in the capacity building needs that were identified.

All the participants in this subdivision emphasized that there is a resistance to change and an acceptance of any new regulations that would normally limit activities in protected areas.

In the three workshops held in this marine subdivision, conflicts of interest were identified between the different sectors and users that can be found in the Natura 2000 areas, although in the Alicante workshop this barrier was not considered a priority in the vote taken by the participants.

They also coincided in identifying a lack of awareness or information regarding the carrying out of certain activities in the protected areas as an important barrier to proper management.

During the Barcelona workshop, the lack of political will to conserve and protect the marine environment was highlighted, as well as the existing shortcomings to train and inform about everything related to the sea. Another identified barrier to highlight from this workshop is the refusal of different interest groups to assume their own responsibilities.

Also, those attending the workshops in Mallorca and Alicante identified a feeling of belonging to the marine areas that make up the Natura 2000 Network as another barrier to overcome in order to improve the management and increase involvement of the different users and managers of marine protected areas.

It is worth noting how the composition of those attending the workshops reflects different territorial realities, even within the same marine subdivision (as is shown in the different workshop reports, available on the project website). Thus, we can see how, in the case of Catalonia, a clear lack of co-management was explicitly alluded to, a concept that was repeatedly emphasized throughout the workshop. In this region there are various co-management fishing initiatives that have worked very well, up to the point that they have recovered some fisheries, and the concept is highly integrated within the administrative department in charge of fisheries management in that community. In the rest of the workshops this concept is included within the term governance.



5.2.2. Estrecho and Alboran marine subdivision

In this workshop, held in Malaga, attendees pointed out various barriers that need to be overcome. One of them is the conflict between the elaboration and application of management plans and the socio-economic activities to be carried out in the protected areas.

Another of the obstacles identified during the session was the lack of compliance with certain regulations and measures by some users in the protected areas, as well as by some managers against certain illegal activities. In the latter case, it was emphasized that, despite the existing resources, it is necessary to strengthen budgets and resources, both in material and trained personnel, for environmental monitoring and proper management of the marine areas that make up the Natura 2000 Network.

In this sense of improving capacity building, it is necessary to increase the level of knowledge regarding marine species and habitats in order to establish more efficient management and recovery plans, as well as providing a better understanding of the effects of climate change on marine areas. Also identified, was the need for increased public awareness in order to be able to visualize the state of degradation of marine ecosystems and the damaging effects of the multiple pressures and threats on these ecosystems.

Even if environmental education and awareness programs have been in existence for years, such as the ALDEA program, it was suggested that there is a need to improve information and communication regarding the protection of marine areas and the benefits to be derived from them, with particular reference to the Natura 2000 Network.

The results of the workshop also show that there is currently a lack of will to work in a coordinated manner between different public and private institutions, as well as a conflict of competences between the different administrations managing the marine environment. In addition, it was pointed out that all the aforementioned barriers negatively influence conflicts, real or potential, that can occur in this marine subdivision.

5.2.3. South-Atlantic marine subdivision

Despite the huge effort made in this marine subdivision to stimulate interest and increase participation, and the opportunity that this workshop represented in both, identifying the lack of training, and in strengthening the capacities of the different users and managers in this area over the coming years, attendance was very scarce.

However, it was possible to carry out the workshop and those attending were able to identify several barriers, among which, they highlighted the scarcity of information regarding the Natura 2000 Network, legislation and the lack of resources for the conservation and protection of the marine environment. For this reason, the participants emphasized the need to improve access to continuous training, identifying the lack of adequate funding as being the barrier that most negatively influences the rest of the identified obstacles



5.2.4. Nor-Atlantic marine subdivision

The two workshops held in this subdivision (La Coruña and Bilbao) had a broad participation. In both locations, the participants pointed out various barriers related to society's perception of environmental issues. The lack of a proactive environmental attitude in society was identified, as well as, the lack of a sense of belonging to the marine areas of the Natura 2000 Network. Furthermore, conflicts of interest between the different sectors or users of these marine protected areas was shown to exist throughout the marine subdivision.

In the subdivision as a whole, the need to improve collaborative work was evident, although it was shown up differently in the two workshops. In Bilbao, the main barrier that was identified was the lack of management and action plans for marine protected areas. While in the La Coruña workshop, the main barrier was the lack of leadership and the limited participation of all those interested in the management of these areas.

Additionally, a lack of resources was detected, mainly in an economic sense. But this was not identified as being the main obstacle, but rather their management, and the necessity to guarantee their continuity over time in order to meet the established long-term management objectives.

5.2.5. Canarian marine subdivision

The Canary Islands archipelago is the furthest region from mainland Spain and, as in the Levantine-Balearic subdivision, the tourism sector has a very high presence. This could explain, at least in part, the results of the workshops with regard to shaping and prioritizing the identified barriers.

For the participants of the workshops in both provinces, when referring to the training of managers and users of the marine areas of the Natura 2000 Network, the conflict between the state government and autonomous administrations is the barrier that was identified as having the most negative influence on the rest of the obstacles

In this series of barriers, the final one to highlight is the existing conflict between the tourism sector and the conservation of biodiversity. This is due to the fact that the tourist development model sees the regulation of activities as a threat, instead of considering it as a mid and long-term opportunity.

The results from the different marine subdivision workshops can be consulted in detail in the reports that can be found on the project website (www.intemares.es).



THIRD SECTION – PLANNING AND MONITORING

Taking into account the results from each of the marine subdivisions, there was an evident convergence between the different identified categories. As a consequence, although there are specific programs for each subdivision, the action plan is presented at a national level.

Having an action and implementation plan at a national level has also been validated during the work carried out in the 2nd committee on Social Participation of the LIFE IP INTEMARES project, in which different economic sectors and representatives of each subdivision participated. Due to the similarity between them, the categories and the proposed actions were worked on jointly by the participants. This in turn allowed for the presentation of a common structure that could integrate all the proposals of each of the marine subdivisions and the results of the 2nd Committee on Social participation.

In this way, it was possible to draw up a streamlined document avoiding possible duplications, developing an action plan in an integrated and effective way for all the MSD. The plan highlights those programs that stood out in the identifying of barriers as prioritized criteria in the implementation plan

The different action plans should take into account the capacities and programs already planned, so as not to duplicate efforts, and to establish synergies with those pre-existing plans.



6. Action plan

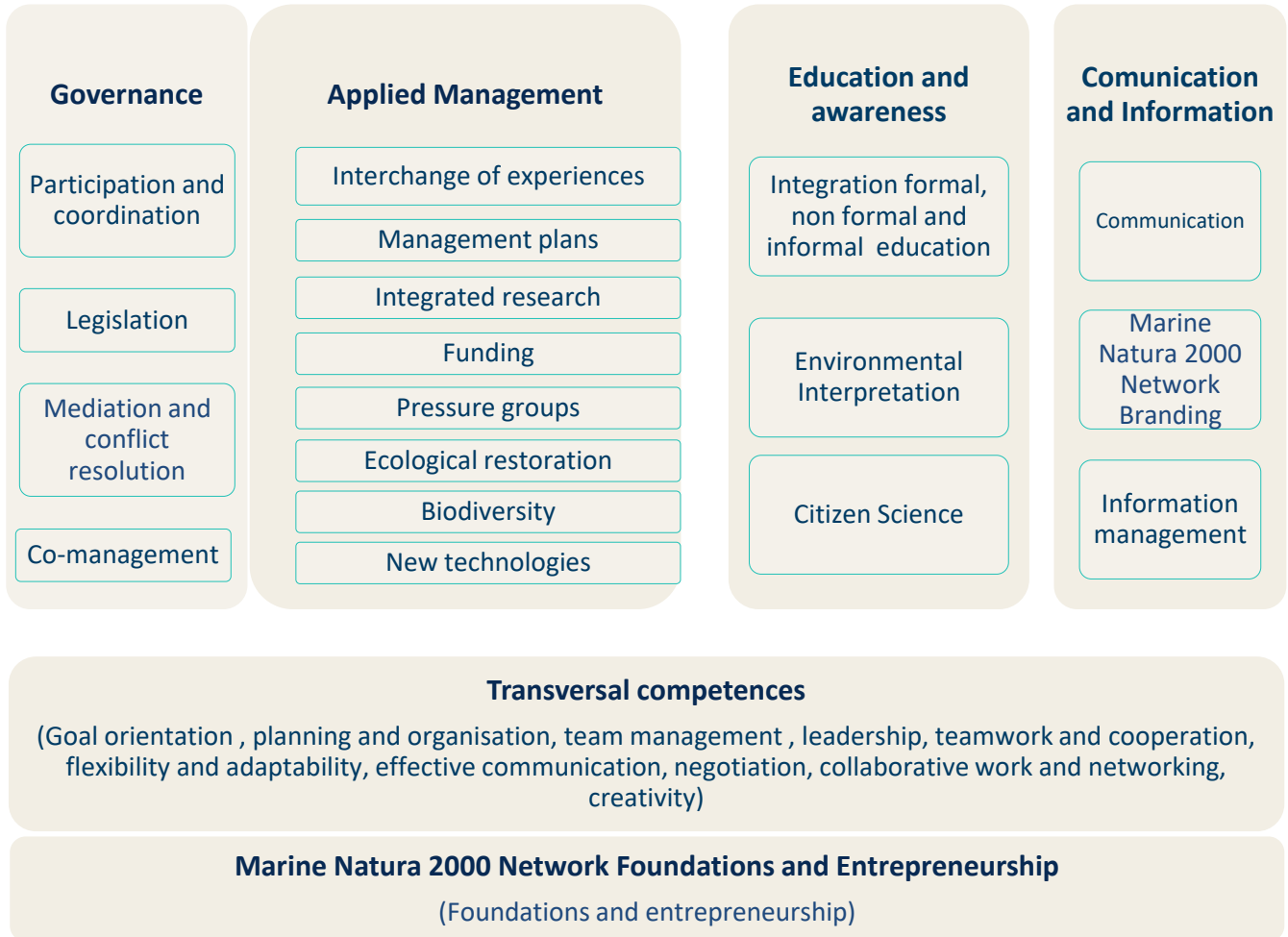


Diagram 10. Structure of the action plan for the Capacity Building Strategy, thematic division and sectors.



Table 11. Action plan programs within each of the areas.

Governance	<ol style="list-style-type: none"> 1. Training program to increase participation and improve coordination in order to achieve better governance of the marine Natura 2000 Network 2. Training program in mediation and conflict resolution for environmental, economic and social sustainability in the marine Natura 2000 Network 3. Training program in marine Natura 2000 Network regulations and their application, integrating the principle of governance 4. Training program in marine stewardship and co-management 5. Training program in public affairs and government relations
Management	<ol style="list-style-type: none"> 6. Experience exchange program in marine Natura 2000 Network management 7. Specific training program in effective management of the marine Natura 2000 Network 8. Research integration program for the management of the marine Natura 2000 Network 9. Training program in impact mitigation measures 10. Training program in project design and fundraising 11. Training program in the ecological restoration of the marine Natura 2000 Network 12. Training program in new technologies for the management of the marine Natura 2000 Network
Education and Awareness	<ol style="list-style-type: none"> 13. Training program in the marine Natura 2000 Network integrated into formal and informal education 14. Training program for guides / interpreters of the marine Natura 2000 Network 15. Training program in citizen science
Communication	<ol style="list-style-type: none"> 16. Training program in communication marine Natura 2000 Network 17. Training program in brand management marine Natura 2000 Network 18. Training program in information management and dissemination
Transversal competences	<ol style="list-style-type: none"> 19. Training program in mixed / transversal competences in the marine Natura 2000 Network
Fundamentals and entrepreneurship marine Natura 2000 Network	<ol style="list-style-type: none"> 20. Training program in the foundations of the marine Natura 2000 Network 21. Training program in entrepreneurship marine Natura 2000 Network



GLOSSARY

Actors: are defined as all those groups that directly or indirectly participate in the management and / or use of marine areas within the marine Natura 2000 Network and that, therefore, have been given the opportunity to participate in the elaboration of the Capacity Building Strategy.

Aggravate: when a barrier or need has a negative impact on another.

Curriculum greening: reorientation of study plans and programs in order to create professional profiles capable of carrying out transformative practices, based on a new environmental and sustainability ethic, in this case oriented towards marine ecosystems.

Barrier: regulation, law, policy or action that makes it difficult or impossible for something to happen or be achieved.

Capacity building: is the set of training processes where a planned, systematic and organized procedure is used through which a specific group will acquire knowledge and skills to increase their individual and collective capacity and thus contribute to the fulfillment of the objectives established for the marine Natura 2000 Network.

Online surveys: process through which a survey is sent by email to all the actors and managers of the marine areas within the Natura 2000 Network. This is done with the aim of identifying existing barriers and needs in terms of capacity building so as to be able to properly manage the marine areas.

Committee on Social Participation: advisory and consultative body working on the actions that are carried out within the project. It is in charge of invigorating and evaluating the participatory processes, as well as supporting the management of the project and helping with possible conflicts in the actions being carried out.

Key transversal competences: they are the set of skills and aptitudes that allow a worker to carry out their work effectively. Transversal competences can be used to develop any profession and are acquired in different contexts, work or otherwise. Some examples of transversal competences are teamwork, responsibility, initiative, interpersonal skills, willingness to learn, etc.

Marine subdivision (MSD): system for dividing the Spanish marine environment according to its hydrological, oceanographic and biogeographic characteristics (Law 41/2010, of December 29, on the Protection of the Marine Environment).



- **MSD Nor-Atlantic** between the northern limit of the waters between Spain and Portugal and the limit of the waters between Spain and France in the Bay of Biscay.
- **MSD South-Atlantic:** between the limit of the waters between Spain and Portugal in the Gulf of Cádiz and the meridian that passes through Cape Espartel (Morocco).
- **MSD Estrecho and Alboran:** between the meridian that passes through Cape Espartel and the imaginary line that passes through cabo de Gata, and in the area of Ceuta, Melilla, the Chafarinas islands, the Perejil islet, Peñones de Vélez de la Gomera and Alhucemas and the Alboran island.
- **MsD Levantine-Balearic:** between the line that passes through Cabo de Gata and the limit of the waters between Spain and France in the Gulf of León.
- **MsD Canarian:** the marine environment around the Canary Islands.

Targets all those groups who are the target of the Capacity Building Strategy are included here, that is, the managers and users of the marine areas within the Natura 2000 Network.

Formal education: also known as regulated training, it encompasses the different levels of comprehensive education, from primary to secondary and higher, and which involves a deliberate and systematic aim that is specified in a specific curriculum, and in obtaining an official certification.

Informal education: informal education refers to a continuous and spontaneous, non-systematic learning process that takes place outside the framework of formal and non-formal education. This type of learning occurs unintentionally and lasts a lifetime. It is where people acquire and accumulate knowledge, skills and attitudes from daily experiences, taking advantage of available resources and contact with their environment.

Non-formal education: today considered a “subsystem”, parallel to that of formal education, with its own areas, organization, planning and work techniques. It is where you learn “of your own accord” and where there is not necessarily an end certification. It encompasses all educational activities carried out outside the structure of the formal system.

Capacity Building Strategy: it is a guide drawn up in a participatory and articulate way, where the needs and interests of the users and managers of the marine Natura 2000 Network in the Spanish territory have been taken into account. It has the aim of developing and implementing training actions in competencies and skills, in order to achieve a consolidated network of marine areas within the Natura 2000 Network. Areas that are managed effectively, with the active participation of the sectors involved and research as the basic tools for decision-making.



Internal Working Group (IWG): working group made up of a representative of the Biodiversity Foundation (BF), a representative of WWF Spain, three representatives of SUBMON and a representative of the UB (University of Barcelona). The group is in charge of conducting a review of the barriers and needs identified in the online surveys, with the main objective of eliminating repeated barriers and thus avoiding duplication, separating barriers and making a first categorization of the needs and barriers.

Need: A factor that cannot be dispensed with.

Natura 2000 Network: European ecological network of biodiversity conservation areas with the main objective of ensuring the long-term survival of species and habitat types, helping to halt the loss of biodiversity. It is the main instrument for the conservation of nature in the European Union and consists of Special Areas of Conservation (SAC), established in accordance with the Habitat Directive, and Special Protection Areas for Birds (SPA), designated by virtue of the Birds Directive.

Sociogram: graphical representation of the social relationships present, at any given moment, between a set of actors, with a view to transforming the situation.

Participatory workshop: workshop with a maximum of 25-30 participants whose main objective is to review the work of the IWG, take a vote on the most relevant barriers and seek solutions to them.

Expert workshop: workshop with a maximum of 20 participants whose main objective is to complete and validate the Capacity Building Strategy. Experts were invited proportionally from the different subject areas on which the Action Plan of the Capacity Building Strategy is based.



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