



WCPA – Marine Business Plan for 2009 - 2012



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Implementing the MPA Plan of Action

December 2008 version

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Visit IUCN WCPA – Marine's websites

<http://www.protectplanetoccean.org>

http://cms.iucn.org/about/union/commissions/wcpa/wcpa_work/wcpa_biomes/wcpa_marine/index.cfm



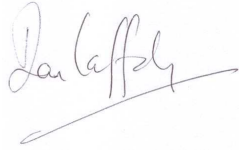
Foreword

Oceans cover over 70% of the surface of our planet. They are essential for life on Earth, whether as a source of food, a place to locate industries, as a recreational environment, or because they play a significant role in shaping and regulating our climate. They are also under increasing stress and pressures due to the consequences of our actions. Keeping them healthy is in all our interests. This Business Plan for WCPA – Marine is how we will provide leadership and global action to help protect and best manage them using Marine Protected Areas. This document sets out our processes for doing this and should be read in association with the WCPA – Marine Plan of Action.

WCPA – Marine has a strong history as the world’s most authoritative body to inspire, inform and enable people to protect *Planet Ocean*. In 2006 WCPA – Marine embarked upon a radical new approach to deliver its core business, focusing on its strengths, perceived opportunities and the need to reach out beyond traditional boundaries to support better protection for our oceans across the world. This business plan draws from an initial Plan of Action developed in 2007 that stimulated the redevelopment of WCPA – Marine. This called for achieving global outcomes through a strong regional focus, managing the Plan of Action process, strengthening the membership of WCPA–Marine, and enhancing communication systems for WCPA–Marine members.

This business plan has been funded by the David and Lucile Packard Foundation as part of an Organisational Effectiveness Review. We are very grateful to them for their support. The plan will deliver the MPA Plan of Action and consists of WCPA-Marine’s business definition, a definition of the structure, governance and other conditions needed for implementing the Global Agenda, three strategic goals with objectives and resulting outcomes. This three-year business plan was developed through extensive consultation and processes both within WCPA – Marine, but also by engaging a broad and representative range of external partners through one-to-one interviews, a major workshop and web surveys.

I look forward to working with you on the Plan of Action and this underlying business plan to protect *Planet Ocean* by promoting the establishment of a global, representative system of effectively managed and lasting networks of MPAs

A handwritten signature in black ink, reading "Dan Laffoley". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Professor Dan Laffoley
Vice Chair - Marine

December 2008

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1. Introduction

- 1.1. In 2006 we embarked on vitalising the strategic direction and focus of WCPA – Marine. This was in recognition that a renewed and vigorous global approach is now needed to best support the many countries of the world embarked on establishing MPAs, building MPA networks and generally scaling up ocean management and governance.
- 1.2. A key part of that process was the development of the original Plan of Action for WCPA – Marine setting out the first steps that were needed to bring that new approach about. That Plan of Action brought us one-year-on to the milestone of the MPA Summit we convened in Washington DC in April 2007. The Summit concluded that in order to best develop and strengthen the global process WCPA – Marine should undertake a comprehensive Organisational Effectiveness Review.
- 1.3. This document is a result of that process and complements our publication on our overall strategic direction – the Plan of Action. This business plan uses what we learnt from that Review and focuses on the business needs between now and 2010 to drive forward and implement the MPA Plan of Action. It provides WCPA-Marine's business definition, outlining the structure, governance and other conditions needed for implementing the Plan of Action, three strategic goals with supporting objectives, and the resulting actions and outcomes that will be delivered.
- 1.4. Details on how the Organisational Effectiveness Review was undertaken and details of what we discovered as a result of the extensive consultation are available on request. This plan is for 2008 – 2010. We will update this Business Plan by 2010 with the further actions that will be needed to implement MPAs.

2. Defining our role: our Business Definition

- 2.1. The business purpose of WCPA – Marine resulting from the Organisational Effectiveness Review is:

Promoting partnerships and innovative solutions to increase the coverage and effectiveness of Marine Protected Areas worldwide.

3. Guiding our actions: our Strategic Goals

3.1. WCPA – Marine’s business is guided by three strategic goals supported by specific, measurable, realistic and time-definite objectives; each also points towards potential outcomes. These are summarized below and presented in detail in the following pages.

- **Accelerate progress in achieving the global MPA agenda** through tracking progress, assuring quality information, celebrating achievements, identifying priorities and spurring action
- **Encourage, develop and share solutions for creating and managing MPAs and MPA networks** through consolidating data and information standards, criteria, tools, best practice guidelines, and management effectiveness
- **Increase visibility, understanding and awareness of MPAs and MPA networks** through the application of innovative ideas, partnerships, approaches and the application of new technologies

4. Delivering the business plan: Overall structure and governance

4.1. The Strategic Goals are being achieved by developing WCPA – Marine into an agile *non-organisation*¹ with a strong regional dimension formed through volunteer regional and country leads, supported by strong partnerships at all scales from state, UN, NGOs, businesses, through to individual experts.

4.2. As a globally unique Commission consisting of volunteers (and supported by IUCN), WCPA – Marine is neither an organization nor a business, yet it must operate in a manner consistent with good business practices if it is to make a difference and achieve its goals. This includes consultative strategic planning, well-defined goals, clear success measures, budget tracking, ‘customer’ focus, and a system for aligning individual performance with Commission-wide strategies. This Business Plan is structured to provide that linkage.

4.3. Implementation of this business plan relies on four key structural elements:

¹ *Non-organisation: A network of specialists within (or affiliated with) IUCN that operates as a closely coordinated volunteer network in a distributed environment.*

- **Decentralized** management
- Activated **regional representation** that possesses a clear means for communication and information flow
- Well-understood **delivery systems** for these flows
- An enabling **regional framework** for MPA delivery—through effective regional delivery methods

4.4. Implementation is also dependent on working within and through IUCN. The business approach of WCPA – Marine will therefore:

- Be implemented as a **core component** of the IUCN programme
- Provide a **practical demonstration** of IUCN’s One Programme Approach
- **Support the integration** of the work of WCPA
- Be **undertaken in partnership** with key groups and stakeholders
- **Strengthen** the work of WCPA
- Aim to **ensure accountability**
- **Effectively mobilise membership** of WCPA both regional and thematic
- Work with partner organisations to **effectively mobilise resources** for priority actions

4.5. The business process is being led by the WCPA Vice Chair for the Marine Theme, in close partnership with the Global Marine and Protected Area Programmes of IUCN, other relevant IUCN Programmes (e.g. the Species Survival Commission), and as advised by a specially appointed Senior Advisory Group for WCPA - Marine, by specially appointed Regional Coordinators, by the WCPA - Marine membership itself, the WCPA Steering Committee, and a wider circle of marine experts.

4.6. Two members of staff have been appointed to support the Vice Chair in implementing the Plan of Action:

- The MPAs Coordination Officer, and
- The Technical Adviser on MPAs.

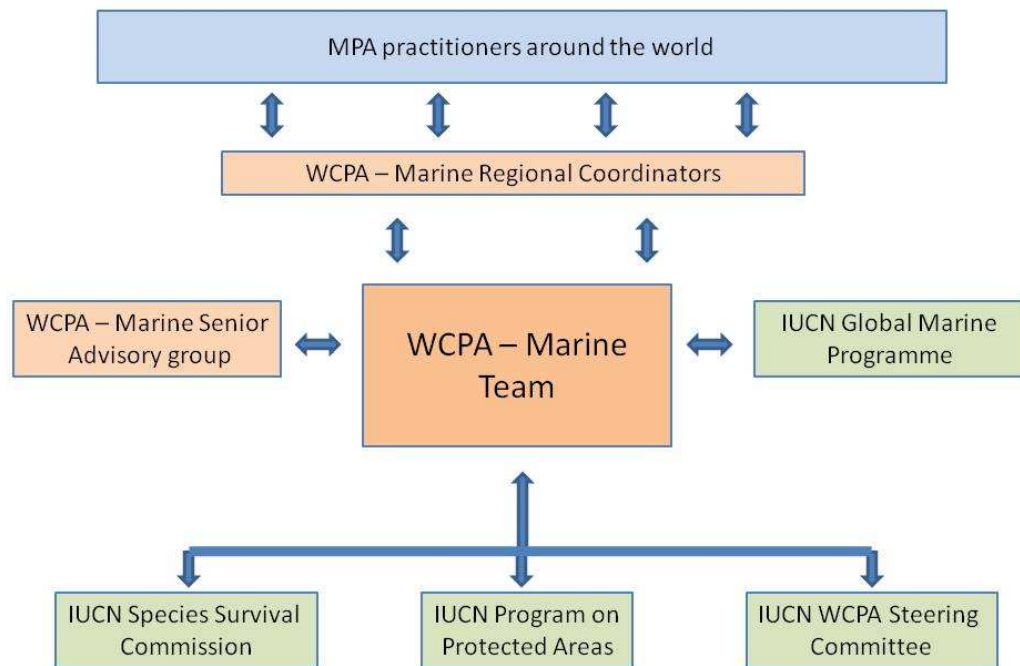


Figure 1. The relationship between WCPA – Marine (in orange), IUCN (in green) and the wider MPA community (in blue). The WCPA – Marine team currently consists of the vice chair, the MPAs Coordination Officer, the Technical Advisor on MPAs, and administrative support.

5. The Senior Advisory Group

5.1. The Senior Advisory Group is appointed and consists of champions for WCPA - Marine identified from around the world. The members of the Senior Advisory Group have been chosen to reflect the wide spectrum of backgrounds and experience that the work of WCPA - Marine will need to draw on to ensure success. Appointment to this group is purely in an honorary and advisory capacity; the Vice Chair will take decisions on direction and delivery.

5.2. The role of this group is to provide the Vice Chair with advice on the overall direction that WCPA - Marine should take, as well as supporting and helping enable high-level and other processes needed to deliver the overall aim, including advice on funding. As the work develops, the role of the Advisory Group will also move to advising on future priorities, in association with special advisors, regional coordinators and partner organisations. The length of membership on the Senior Advisory Group, as with IUCN/WCPA appointments, is linked to when the World Conservation Congresses

are held. Accordingly it will be reviewed in late 2008 to ensure the membership of the group continues to meet the needs of WCPA – Marine.

5.3. To see the current membership of the Senior Advisory Group please visit:

http://cms.iucn.org/about/union/commissions/wcpa/wcpa_work/wcpa_biomes/wcpa_marine/wcpa_marinecontacts/index.cfm

6. The Regional Coordinator framework

6.1. The appointment of a globally comprehensive network of Regional Coordinators is now nearing completion, to complement the thematic advice offered by the Senior Advisory Group. To do this we are using the ecosystem-based regional framework that was previously employed by WCPA – Marine and then-Vice Chair Graeme Kelleher in the 1990s. This comprehensive structure consists of 18 regions covering all the oceans and seas of the world.

6.2. Thus, for each of the 18 WCPA – Marine regions at least one Coordinator (and up to three in total depending on the scale, workload and heterogeneity of the region concerned), has been identified to the membership (Arabian Sea appointment pending). Country leads in each WCPA – Marine region are now being appointed

6.3. As a focal point, the role of the Regional Coordinator centers on:

- Working closely with the Marine Vice Chair to share information within their region on progress and helping shape future work;
- Advising on priorities and actions – acting as a focal point for the WCPA – Marine consultation on future priorities;
- Assisting implementation – helping develop and implement priority actions, projects and programs which form the WCPA – Marine Plan of Action, including the identification of funding opportunities;

- Networking – acting as the WCPA link across MPA activities at a regional scale, identifying country leads, and ensuring pertinent information is fed into the WCPA website and newsletters;
- Enabling regional conversations, dialogue and awareness of MPA and associated initiatives; and
- Supporting membership development – advising the Marine Vice Chair on proposals for new members of WCPA.

6.4. Regional Coordinators will also facilitate and convene discussions on MPAs and support more generally the implementation WCPA – Marine business. Obviously what is achievable will relate both to the capacity of the volunteer system but also financial support that may be generated on a project and program basis.

6.5. These positions, while initially appointed, may be subject to a nomination/election process at some point in the future as the global framework develops and matures with support from our members and partner organizations. To see the current global list of 18 regional coordinators please visit:

http://cms.iucn.org/about/union/commissions/wcpa/wcpa_work/wcpa_biomes/wcpa_marine/wcpa_marinecontacts/index.cfm

6.6. Regional Coordinators will be supported on communication matters by the MPAs Coordination Officer and by the Technical Adviser on MPAs on technical issues.

7. Strengthening of the membership of WCPA - Marine

7.1. As Marine Protected Area initiatives develop and expand to encompass every coastal country in the world, there is a need to ensure that the WCPA – Marine membership keeps pace with such changes.

7.2. The membership of WCPA – Marine needs to continue to be the strongest global network of MPA professionals in the world in order to deliver the Plan of Action. The depth and breadth of the membership should continue to expand to keep pace with MPA developments. The membership should include the leading experts that:

- advise on marine ecology/economics and sociology that underpin MPAs;
- are the policy advisors and decision makers that decide on MPAs;
- manage MPAs and the associated process;
- undertake fundraising, and have the skills to synthesise and present complex issues in a simple manner to a broad audience;
- are the advisors in other sectors that provide valuable contributions to the development of MPAs, such as from fisheries, tourism, and shipping; and
- for those countries currently without MPAs, have the potential to lead the MPA process for their country if the opportunity were there to do so.

7.3. Outside the immediate membership of WCPA – Marine a broader audience of experts and interested individuals involved in MPA issues are being kept in touch through a wider virtual network.

7.4. Drawing on these categories of expertise, the aim of WCPA – Marine is, by the end of 2009 at the latest, to have an expanded and balanced membership. This should include a minimum of three members for every country beside an ocean or sea, not forgetting of course more land-bound colleagues who also form an essential part of our strengths as a network.

7.5. We look to our existing membership, networks and partners worldwide to help us draw readily on untapped marine expertise to appoint into WCPA – Marine. Many regions are now engaging in this exercise, proposing and strengthening their local networks in the process, but we look to more joining this global endeavour to help meet this target. In 2009 and subject to funding we will build a facility into the Protect Planet Ocean website to support membership processes

8. Enhancing communication systems

- 8.1. Alongside strengthening the membership, better communication processes are needed for WCPA - Marine to deliver the Plan of Action.
- 8.2. An email communication system has been established since 2006, linked to near monthly updates on progress, and through which consultations are conducted on individual projects. This is supported by a Google Groups web site which is providing a satisfactory initial platform for such activities. This already brings together the WCPA – Marine Senior Advisory Group, WCPA – Marine Regional Coordinators, IUCN marine and species staff, with a wide range of interested individuals from many countries around the world.
- 8.3. We are now moving to a custom designed web-based operating system with communication approaches modelled from the experiences of WCPA Australia and New Zealand, and WCPA – Mountains. This is based on the Protect Planet Ocean web platform launched at the World Conservation Congress in Barcelona in October 2009.

9. Financial management and staff employment

- 9.1. As a voluntary Commission WCPA – Marine is not able to directly manage finances or able to legally employ staff. This could be a major impediment to developing WCPA – Marine but has been resolved by developing joint work processes and a close partnership with the IUCN Secretariat as a practical manifestation of the ‘one programme approach’ of IUCN, and in so doing providing clarity on respective roles.
- 9.2. On behalf of WCPA – Marine, the Secretariat recruits and employs staff for the MPA programme of the Commission (such staff take a technical day-to-day lead from WCPA – Marine but they are employed by the Global Marine Programme). Finances are also held by the Global Marine Programme and managed through the most appropriate IUCN office (currently Switzerland and USA Multilateral Offices).

10. Accelerating progress in achieving the Global MPA Agenda

10.1. Despite global agreements on establishing MPAs, progress is falling well behind what is needed to meet our targets and to secure improved conservation of our oceans and seas.

10.2. We must pick up the pace by a combination of rationalising our current actions and stimulating new ones. Key issues are tracking progress, quality assuring information, celebrating achievements, identifying priorities and spurring action.

10.3. What has already been accomplished by WCPA - Marine

10.3.1. Since 2006 we have already invested considerable effort in this area. Over the past two years many of the initial actions have focussed on process and structural issues that are needed to accelerate progress:

- **Communications.** Implemented phase one of a two-phase communications strategy. We have put in place a basic email-based communication system and provide near-monthly updates to a global audience using a functional web site. This has now migrated to the Official MPA Blog housed on the Protect Planet Ocean portal.
- **Leadership.** Established a full management system for WCPA – Marine by appointing a Senior Advisory Group and suite of Regional Coordinators covering the oceans of the world. We are now appointing country leads to strengthen the breadth and depth of the Commission’s marine global system.
- **Strategic direction.** Provided direction and impetus to WCPA – Marine through the publication of the Plan of Action, focussing on the actions needed to refresh the global process and available in English, French and Spanish.
- **Quality assurance of MPA data.** Laid the basis for developing a quality assurance and analysis system to track MPA progress and celebrate success. This will be developed as two pilot examples for discussion at the International Marine Conservation Congress in Washington DC in May 2009.

- ***Organisational effectiveness review.*** Secured and deployed resources from the David and Lucile Packard Foundation to deliver a fit-for-purpose MPA Plan of Action and supporting business plan. This has now been successfully completed. Further work ideally is now needed with grant support on developing and managing social network mapping and dynamics to support the implementation of the Plan of Action.

- ***Engaging sectors.*** Developed the Marine Conservation Sub-Committee of the Species Survival Commission to provide a framework by which we can bring marine species work and MPA work closer together. Successfully worked on High Seas issues and developed and implemented new strategic global partnerships with Google, National Geographic and numerous other business critical global players.

- ***Heightened awareness.*** Inspired the global process by convening an MPA Summit in Washington DC in April 2007, which also has helped focus and shape the Plan of Action and Business Plan. More recently added to this by launching an interactive MPA layer on Google Earth, the Protect Planet Ocean web portal and new MPA user connectivity via the WildCam: Belize Reef in association with National Geographic and the United Nations Foundation.

- ***Closer working arrangements.*** Brought IUCN and the major global marine NGOs (CI, TNC, WWF) into a close working arrangement by the decision to appoint a jointly-funded officer to accelerate joint MPA actions and progress – the MPA Coordination Officer based in Washington DC. Further consolidated this position by development of shared resources and actions through Protect Planet Ocean we portal and soon the Protect Planet Ocean regional reviews.

- ***Thematic action for MPAs.*** Supported enhanced action on the High Seas which is resulting in financial support funding further work, as well as developing the basis for enhanced action on marine World Heritage between WCPA – Marine, IUCN and the UNESCO World Heritage Centre in Paris. The latter now to start a scale-up process through an initial meeting in Bahrain in spring 2009.

10.4. What we will do next

10.4.1. We are only part-way through implementing the actions that are needed to capitalise on progress so far and that will open up new significant opportunities to work together to accelerate progress. Further activities will include:

- ***Building greater political commitments to MPAs.*** This will involve working at all political levels to help provide opportunities through conferences, retreats and other events to support countries to make greater commitments to MPAs.
- ***Completing development of the global expert network.*** This will enhance the basic framework we have established to provide the global community with the ‘MPA network of networks’. We will do this by consolidating the framework, appointing further regional country leads and by integrating our global framework with other MPA networks, such as those of UNEP and the major global NGOs.
- ***Communications.*** This will implement phase two of our communication strategy and will move all communication systems and facilities onto a fit-for-purpose custom designed web platform. This will involve the development of a ‘register’ feature on the Protect Planet Ocean web site that will encourage greater networking across regions and user friendly systems to empower communications for regions.
- ***Developing the MPA Commitment tracker and the Protect Planet Ocean Reviews.*** This will further develop the commitment tracker we launched in October 2008 so we have a clear picture through which we can celebrate existing commitments by countries to MPAs. Working with partners we will then use this to launch in 2009 a new global tracking to celebrate success and understand what further actions are needed across regions to establish more MPAs, MPA networks and scale-up activities – the Protect Planet Ocean Reviews.
- ***Protect My Ocean.*** Working with global partners such as Google and National Geographic we will develop a new interactive, multimedia, web-based mapping system to enable

users to say what they think should be protected in our seas, where and why. This will complement our existing work with Google to show what is already protected and will provide a unparalleled new opportunity to engage people with ocean conservation and action.

- ***Developing the High Seas MPA agenda.*** Working with partners this will identify a suite of areas on the High Seas that merit protection, as well as continuing activities on political, scientific and pragmatic aspects to accelerate progress and establish a number of actual sites before 2012. This process has already stimulated the High Seas Gems work funded by the Chantecaille Company.
- ***Increasing coverage and distribution of Marine World Heritage sites.*** We are now delivering an initiative with IUCN and UNESCO World Heritage to help authorities to scale-up action to establish more marine sites, increase the effectiveness of existing sites, as well as developing response strategies for climate change, with a start-up meeting in spring 2009.
- ***Appointing Global Ocean Ambassadors.*** Once we have a global structure in place to track MPA achievements we need greater celebration of our successes and increased publicity across all regions. To help achieve this we will appoint Global Ocean Ambassadors as champions for MPAs and our oceans. These champions will be carefully chosen from celebrities and other high profile figures from public and private sectors, with an eye to matching shared agendas and identifying individuals that resonate with the public at regional and global scales.

10.5. What this is intended to achieve

- Through WCPA – Marine’s influence, we will experience greater success and progress towards attaining CBD targets.
- An increasingly more accurate map of where all the MPAs are and increasingly accurate information on progress, challenges and solutions.
- More MPAs and greater publicity for those MPAs.

- More efficient and effective sharing of information on MPAs throughout the world.
- Improved global communications on MPAs and actions needed.
- Greater visibility of who is doing what, where and why on MPAs.
- Much greater interactivity on the core issue of MPAs
- WCPA – Marine will continue to be recognized in the MPA community as a trusted, reliable source with global resources.
- MPA practitioners will see measurable increases in their knowledge base and effectiveness in managing MPAs and MPA networks.

11. Encouraging, developing and sharing solutions on MPAs and MPA networks

- 11.1. A key role WCPA – Marine plays is providing the forum and framework to lever greater value out of the body of experience that is emerging around the world on how to put in place effective MPAs and meaningful MPA networks.
- 11.2. We have a strong history of action in this area but we need to sustain and increase our achievements if we are to effectively support nations and regions in their efforts to scale-up their work on MPAs. This will involve the consolidation of data and information standards, the development of further criteria, tools, and best practice guidelines.
- 11.3. What has already been accomplished by WCPA - Marine
- 11.3.1. Several key activities have be completed that will encourage the sharing of information and solutions on MPAs and MPA networks. We have already:
- ***Established minimum data and information standards.*** We have developed minimum data and information standards for WCPA – Marine in collaboration with UNEP WCMC. These

visible standards make clear our expectations on the provision of information for every MPA and also provide the basis for quality assurance by WCPA – Marine as part of our role to improve the quality of information held on MPAs in the World database on Protected Areas.

- ***Provided categories guidance.*** We have developed new guidance for applying the IUCN Management Category System to MPAs. This is as part of a complete overhaul of the guidance and to ensure greater consistency of application to MPAs.
- ***Produced best practice guidance on building networks of MPAs.*** We have provided summary advice on building networks on marine protected areas in English, Spanish and French, as well as full technical guidance in English.

11.4. What we will do next

11.4.1. We will sustain a range of activities in this area, developing new ones as the need arises to support the sharing of solutions on MPAs. This will include:

- ***Best Practice guides.*** Generating further best practice guidance on management planning and on governance issues
- ***Global and regional conference agenda.*** Ramping up efforts to achieve greater coherence between key global and regional conferences, as well as greater opportunity within individual events to drive the MPA implementation process forward.

11.5. What this is intended to achieve

- MPA managers will be more effective, able to track and measure success, and networked with expert partners
- Increased quality and completeness in MPA data held in the WDPA through effective quality assurance
- Well targeted and formulated guidance to support the development of MPAs and MPA networks

12. Increasing visibility, understanding and awareness of MPAs and MPA networks

12.1. To most people oceans are remote, seldom visited and not often thought about – they are virtually ‘invisible’ to them in their day-to-day lives. This is a major problem in moving the MPA agenda forwards. It is resulting in consequentially lower than desirable understanding and awareness of the role and importance of oceans, and the urgency and ambition needed for the protection of them in the coming years using MPAs.

12.2. This is a key issue that must change if we are to successfully drive forward with improved conservation of our oceans and seas. We will do this by using innovative ideas, partnerships, approaches and the application of new technologies.

12.3. What has already been accomplished by WCPA - Marine

- ***Global visibility for MPAs via the World Wide Web.*** We have developed a strong alliance with Google to form an MPA global awareness initiative. This will educate, inform, entertain and outreach MPAs to a mass global audience via Google Earth.
- ***Global MPA web facility.*** We have worked with our core partners to develop a new web platform through which to share thematic and spatial information globally and across all 18 regions – the *Protect Planet Ocean* web site.
- ***The carbon economy.*** We have provided a strategic overview of the role that MPAs can play in the carbon management agenda to stimulate a greater understanding that just focussing on forests, peat and avoiding deforestation is ignoring the largest carbon sink on the planet – the oceans.

12.4. What we will do next

- ***Global visibility for MPAs.*** Develop and refine the Awareness Initiatives with Google to deepen our engagement with MPA authorities, managers and a broad public on MPAs.

- ***Global MPA web facility.*** Continue working with our core partners to refine and develop the new global MPA web facility.
- ***Health and wellbeing and food security.*** We will develop strategic material to demonstrate the role MPAs play in society beyond just conservation, and therefore the need for further, urgent and significantly increased investment in protecting our oceans using MPAs and MPA networks.

12.5. What this is intended to achieve

- Unprecedented level of understanding and awareness about MPAs and oceans via personal computers throughout the world
- Global public access to WCPA-Marine's messages and information via the internet
- Greater involvement to protecting our oceans by providing the public with a personal connection via their desktop.
- Better sharing and outreaching of all types of information on MPAs
- Public involvement and understanding of the relevance, value and importance of MPAs to their lives.

13. Baseline resources required against outputs

13.1. WCPA – Marine as a Commission of IUCN is a volunteer organisation involving the leading experts of the world on MPAs and improving ocean conservation, protection and management.

13.2. As a volunteer body there is much that can be achieved through goodwill but there is still a need to core funding to support the essential outputs of the Commission that in turn support volunteers throughout the world. The new approach taken by WCPA – Marine means that this influence now extends across every ocean of the world in a framework that can unite practitioners as never before and lever greater value out of the considerable body of work underway through our partner organisations.

13.3. The table below sets out the core funding needed to produce the key outputs from WCPA – Marine in support of the Plan of Action. They are not dissimilar to funds required by other globally dispersed organisations such as OBIS to undertake their work. The next critical step is securing these baseline funds for the period 2009 – 2012 and beyond.

Mobilisation area	Budget required
Protect Planet Ocean Reviews across 18 regions and 2 global milestone reviews (2010 and 2012) & implementation of the Commitment Tracker	\$1m per annum
Development of MPA tools, software, and best practice guidelines	\$150k per annum
Communications, web resources and outreach	\$150k per annum
Sub-total per annum	\$1.6m
<u>Implementation of outputs (2009 – 2012)</u>	TOTAL = \$ 6.4m