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LIST OF ACRONYMS

BR/RAC:	Blue Plan Regional Activity Centre
CAMP:	Coastal Area Management Programme
CBA:	Cost/Benefit Analysis
CCA:	Carrying Capacity Assessment
CRT:	Conflict Resolution Techniques
CV:	<i>Curriculum Vitae</i>
EIA:	Environmental Impact Assessment
EIB:	European Investment Bank
EU:	European Union
FAO:	Food and Agriculture Organisation of the United Nations
GEF:	Global Environment Facility
GIS:	Geographic Information Systems
GPA:	Global Programme of Action for the Protection of the Marine Environment from Land-based Sources
ICAM:	Integrated Coastal and Marine Areas Management
ICAMS:	Integrated Coastal Areas Monitoring System
IPCC:	Intergovernmental Panel on Climate Change
IRBM:	Integrated River Basin Management
LFA:	Logical Framework Analysis
MAP:	Mediterranean Action Plan
MEDA/SMAP:	Mediterranean Assistance / Short- and Medium-Term Actions Programme
MEDPOL:	Mediterranean Pollution Monitoring Programme
MED Unit:	The Co-ordinating Unit of MAP
METAP:	Mediterranean Environment Technical Assistance Programme
NGO:	Non-Governmental Organisation
PAB:	Project Advisory Board
PAP/RAC:	Priority Actions Programme Regional Activity Centre
RAC:	Regional Activity Centre
SEA:	Strategic Environmental Assessment
TOR:	Terms of Reference
UN:	United Nations
UNCED:	United Nations Conference on Environment and Development
UNDP:	United Nations Development Programme
UNEP:	United Nations Environment Programme
UNOPS:	United Nations Office for Project Services
WB:	The World Bank

PREFACE

From its inception in 1975, the Mediterranean Action Plan (MAP) has been involved in integrated planning and management of coastal and marine areas. After a decade of related activities implemented by the MAP Priority Actions Programme Regional Activity Centre (PAP/RAC) and in particular through 4 Pilot Projects, the MAP Coastal Area Management Programme (MAP CAMP) has been established in 1989.

Within the 1989-98 period, two cycles of the Programme were completed, with projects implemented in Albania, Croatia, Egypt, Greece, Israel, Syria, Tunisia and Turkey. During that period, the Programme has been gradually adapted to concepts related to sustainable development and integrated coastal area management (Agenda 21, World Coast Conference 1993, MED Agenda 21, etc.), taking into account the experience achieved by MAP, as well as by other agencies and international organisations.

The 1995 revision of the Barcelona Convention, and the adoption of MAP Phase II, including the Priority Fields of Action for the period 1996-2005 (UNEP, 1995), strongly supported the continuation of CAMP. Following that, the XVI Meeting of the Co-ordinating Unit of the Mediterranean Action Plan and Regional Activity Centres, held in Cairo, in June 1998 (UNEP-MAP, 1998) discussed the issue, adopted a general conceptual framework, and decided that a Manual for the formulation and implementation of CAMP projects be prepared. The task has been entrusted to PAP/RAC.

The objective of this Manual is to provide guidance and instructions for the formulation, and implementation of CAMP projects. The Manual should be used by MAP, and by the national and local authorities and others involved in the Programme and its individual projects. Since a part of potential users of the Manual might have no previous experience in CAMP projects, the document had to include information and procedures usually well known to experienced MAP staff.

It is understood that the procedures recommended by the Manual will be used in a flexible way, taking into account specificities of each project and individual project activity, as well as the practice and tools usually applied by respective MAP RACs, implementing individual project activities.

The Manual presents the following:

- concept and objectives of CAMP;
- role of the Programme and individual projects within activities related to sustainable development of the coastal and marine areas of the Mediterranean region;
- concept, objectives and thematic framework of individual projects;
- institutional arrangements, time frame, funding principles, and description of the process of formulation and implementation of projects; and
- follow up, monitoring, evaluation and reporting of completed projects.

The Manual has been prepared with particular reference to the Mediterranean region. Nevertheless, there is a possibility that it might be used in other regions, taking into account their specific regional, national and local conditions and needs.

EXECUTIVE SUMMARY

The preparation of this Manual has been decided by the XVI Meeting of MED Unit and RAC Directors, held in Cairo, in June 1998.

The Mediterranean Action Plan (MAP) is implementing its Coastal Area Management Programme (CAMP) since 1989. Two cycles of CAMP were completed so far, with projects implemented in Albania, Croatia, Egypt, Greece, Syria, Tunisia and Turkey. The project in Israel is presently in implementation, while those for Algeria, Lebanon, Malta, Morocco and Slovenia are in preparation.

The objective of this Manual is to provide guidance to MAP staff, national and local authorities and others involved in the process of formulation and implementation of CAMP projects, as well as in activities after the projects' completion.

CAMP is a component of MAP, oriented at the implementation of practical coastal management projects in selected Mediterranean coastal areas, based on the principles of sustainable development. The Integrated Coastal and Marine Areas Management (ICAM) is a major tool in the realisation of sustainable development in coastal areas. The objectives of the Programme are: to develop strategies and procedures for a sustainable development in project areas; to identify and apply the relevant methodologies and tools; to contribute to the capacity building at local, national and regional levels; and to secure a wider use in the region of the results achieved. The Priority Actions Programme Regional Activity Centre is the MAP Centre responsible for the co-ordination of CAMP, under the supervision of MED Unit.

Individual CAMP projects are identified and selected according to defined selection criteria, and approved by the relevant Ordinary Meeting of the Contracting Parties to the Barcelona Convention. Among the selection criteria, the following ones might be emphasised: project sustainability; representativity; regional interest in the problems to be dealt with; political commitment of the host authorities; institutional capability in the host country and in the selected area to carry out the project; "integrability" of project results into the local and national development policies; and replicability.

The projects selected and approved are formulated and structured according to: the general objectives of the Programme; the project objectives; achievement indicators; and specific conditions and problems dominating in the project area.

The Manual presents in details the process of project formulation and implementation. The stages of the process are: a) initiation, b) formulation, c) implementation, and d) the follow-up stage. The major outputs of the CAMP project are: Diagnostic Analysis (Feasibility Study); the Project Agreement and Terms of Reference; the Inception Report; Technical Specifications for individual activities of the project; Project Database and GIS; Systemic Sustainability Analysis; the Participatory Programme; Final Reports of individual activities; Final Integrated Report; the Follow-up Proposals and Urgent Investment Portfolio; the Presentation Conference Report; and the Report of the Presentation Meeting at host country high governmental level.

A CAMP project includes a number of individual activities, to be integrated at the project level: a) database and GIS; the participatory programme; Systemic Sustainability Analysis; integration of project results, and b) a limited number of specific individual sectoral or multi-sectoral activities, according to project objectives and problems dominating in the project area.

The duration of individual CAMP projects is envisaged as follows: a) the initiation stage – up to 1 year, b) project formulation – up to half a year, c) implementation – up to two and a half years, and d) the post project stage with 2-year duration for monitoring, evaluation and reporting and with no limits for the follow-up programme.

The Manual presents principles and practical recommendations related to: a) implementation of projects, b) establishment of the relevant institutional arrangements, c) funding and financial procedures, d) monitoring, evaluation and reporting, e) role of actors, and f) structure of the main project outputs and documents, and their formats. Since the target audience involves also users without preceding experience in CAMP projects, some details and procedures, familiar to experienced MAP staff, had to be included in the Manual.

The follow-up activities, to be implemented by the host country, are described, related to: a) formulation and implementation of a follow-up programme, b) monitoring and evaluation of the use of project results, and c) reporting procedure to MAP.

Financial procedures and formats to be applied for the implementation of the Programme and of its individual projects are those prescribed and used by UNEP and MAP. The host country obligations and the elements of the host country contribution are described for each individual project to be defined and approved by the Project Agreement.

It is understood that the recommended process of project formulation and implementation, the project elements and structure have to be applied in a flexible way, and according to the specific character of each individual project. This is related in particular to individual activities of each project and to specific tools, methodologies and practices applied by the respective MAP RAC responsible for their implementation. However, the general objectives of the Programme, the procedures prescribed by UNEP and/or MAP, as well as the decisions of the Contracting Parties related to the Programme or to its individual projects, have to be respected and applied.

The Manual presents a number of innovative approaches with regard to the previous practice:

- the number of individual project activities is restricted to those dealing with priority issues only, and to those which are capable to be integrated at the project level;
- there are some basic activities envisaged as mandatory ones at the project level: database, the participatory programme, Systemic Sustainability Analysis, the integration procedure, etc.;
- the integration procedure is to be applied at the level of individual projects and at the Programme level;
- a shorter project implementation period is envisaged;

- follow-up activities are envisaged as mandatory;
- CAMP projects' results are to be used as inputs into local and national development policies;
- the CAMP projects' procedure, outputs and their formats are harmonised with those used by other international agencies and institutions, that are implementing integrated coastal area management programmes (WB, METAP, GEF, EU, UNDP, etc.);
- achievement indicators are introduced; and
- a detailed description of the role of individual actors is presented.

In addition, the 4 Annexes enclosed are related to: the basic information on CAMP; the Project Participatory Programme; strategy selection criteria; and tools and techniques relevant for CAMP projects.

1. INTRODUCTION

1.1. MAP Coastal Area Management Programme

The MAP Coastal Area Management Programme (further on referred to as CAMP or Programme) has been approved by the Sixth Ordinary Meeting of the Contracting Parties to the Barcelona Convention, held in Athens, in 1989. It was preceded by Country Pilot Projects implemented by PAP/RAC in the 1988-89 period.

In the 1990-98 period, two cycles of the Programme were implemented, consisting of individual projects implemented in: Albania (The Albanian coast), Croatia (The Kastela Bay), Greece (The Island of Rhodes), Syria (The Syrian Coast), Tunisia (The city of Sfax) and Turkey (The Izmir Bay). The project in Fuka, Egypt, has been completed in 1999, and the project in Israel is presently in its final phase of implementation.

The third cycle of the Programme started in 1997 with the preparation of projects in Algeria, Lebanon, Malta, Morocco and Slovenia, in accordance with the relevant decisions of the Contracting Parties. A more detailed information on the evolution of the Programme, is presented in Annex I.

The revised Barcelona Convention and the MAP documents adopted in 1995 provided a wider conceptual framework for the Programme and its projects, requiring also its adaptation to the objectives and priority actions of MAP Phase II (UNEP/MAP, 1995).

In the 1996-97 period, an evaluation of coastal management initiatives in the Mediterranean region was prepared by the World Bank, Mediterranean Environment Technical Assistance Programme and PAP/RAC (METAP/PAP, 1997), including, among others, the CAMP projects for Rhodes, Izmir and Albanian coast. This evaluation provided recommendations for future implementation of coastal management projects in the region.

MAP felt the need to capitalise on the experience achieved, to secure a better approach to the formulation and implementation of the third cycle projects, and to provide instruments for application of the best experience of MAP and other institutions involved in similar actions.

Taking that into account, this Manual has been prepared on the basis of:

- a) documents: MAP Phase II, and Priority Fields of Action in the 1996-2005 period;
- b) the decisions of the XVI Meeting of MED Unit and RAC Directors;
- c) the programme of the Mediterranean Commission for Sustainable Development;
- d) the generally adopted concepts of sustainable development and ICAM; and
- e) the experiences of the first two CAMP cycles.

1.2. Objectives, target audience and use of the Manual

The objectives of the Manual are:

- a) to contribute to the efforts of MAP and of individual Contracting Parties towards a sustainable development, protection of the environment, and restoration of degraded areas and ecosystems in the region; and
- b) to contribute to the formulation and rational implementation of the Programme and its projects, by providing guidelines and instructions for their formulation and implementation, as well as for the post implementation activities.

The **target audience** of the document are the following groups:

- the MAP staff and experts, and international consultants involved;
- staff and experts from other international organisations and institutions involved in individual projects; and
- national authorities, institutions, experts and consultants.

In addition, the document might be used as reference by other interested authorities, institutions and professionals.

Use of the Manual. The Manual presents:

- a) the conceptual framework of the Programme and of individual CAMP projects;
- b) recommendations for selection, formulation and implementation of individual projects;
- c) relevant procedures, documents and formats; and
- d) description of activities to be implemented after the completion of each project.

Conceptual elements of the Manual, and in particular Chapters 2 and 3 are presented in a descriptive way, while Chapters 4, 5 and 6 are predominantly of a prescriptive character. It is understood that the prescriptive parts of the document should be applied more or less strictly, while the descriptive part of the Manual should be implemented in a flexible and creative way, taking into account national and project area conditions, as well as the character and needs of the project. Finally, RACs involved in the implementation of individual project activities will apply specific tools and procedures in accordance with their mandate and best practices.

2. BASIC ELEMENTS OF MAP COASTAL AREA MANAGEMENT PROGRAMME

2.1. General context

CAMP is the MAP programme for sustainable coastal management, which integrates environmental concerns into development planning. It is oriented at understanding and resolving practical environmental, development and management problems at local and national levels in Mediterranean coastal areas.

The geographic context of the Programme is defined by the Barcelona Convention, and encompasses the Mediterranean marine environment and its coastal and watershed areas. The aim of the Programme is to contribute to the achievement of MAP Phase II objectives. In addition, the Programme has to be harmonised with the programme framework of the Mediterranean Commission for Sustainable Development. Its results have to be capable to be integrated in the process of formulation and implementation of national and regional development policies. Finally, as a regional programme related to sustainable coastal management, the Programme should act as a component of other coastal area management initiatives.

2.2. CAMP objectives and levels

The objectives of the Programme are:

- a) to develop strategies and procedures at local and national levels for sustainable development, environment protection, and rational utilisation of coastal and marine resources, to be also used as inputs for the formulation of Mediterranean strategies of sustainable development;
- b) to identify, adapt, and test, in a realistic operational context, methodologies, tools and practices of sustainable coastal management in the region;
- c) to contribute to the upgrading of relevant national/local institutional and human capacities; and
- d) to secure a wider use, at national and regional levels, of the experience achieved by the Programme and by its individual projects, and create conditions for follow-up activities.

The Programme is of a multi-level nature, being oriented at:

- a) local level – by implementing projects oriented at solving priority environment and development related problems in selected areas;
- b) national level – by contributing to the formulation and implementation of relevant national policies and strategies with project results and solutions proposed and, indirectly, by offering methodologies and procedures tested under specific national and local conditions;
- c) regional level – by disseminating results and experience achieved, contributing to the formulation and implementation of relevant regional policies and strategies; and

- d) at a wider international level – by co-operating, exchanging experience, and offering results, methodologies and procedures to other regions, potentially those within UNEP's Regional Seas Programme.

2.3. Concepts and principles

The conceptual framework of the Programme is based on general principles of sustainable development and integrated coastal area management, and in particular on:

- the principles adopted by the UN Conference on Environment and Development (UNCED) in 1992, as defined by the Rio Declaration;
- the UNCED Agenda 21 and in particular its Chapter 17. “Protection of oceans, all kinds of seas, including enclosed and semienclosed seas, and coastal areas, and the protection, rational use and development of their living resources”;
- Agenda 21 for the Mediterranean, and the Tunis Declaration (MOE, 1993);
- the revised Barcelona Convention and MAP Phase II documents (UNEP/MAP, 1995); and
- the methodology and tools of Integrated Coastal and Marine Areas Management (ICAM) (UNEP, 1995).

Among principles and policies recommended by UNCED documents, the following ones have to be mentioned within the CAMP context: the “polluter pays” principle; the precautionary principle; the participatory principle; application of integrative methodologies and tools for coastal management; capacity building; restoration and conservation of ecosystems whenever appropriate and affordable; solution but not transfer of causes and impacts; application of economic and market instruments for coastal management; and conflict mitigation.

Following its regional role, the Programme is oriented at co-operation and harmonisation of efforts with programmes, such as the Global Environment Facility (GEF), the Mediterranean Environment Technical Assistance Programme (METAP), the Mediterranean initiatives of the EU, like MEDA/SMAP, coastal management related initiatives of various UN agencies, and others. The co-operation should help harmonize activities, avoid overlapping and repetition, and benefit from the results achieved elsewhere. It will help increasing the efficiency and cost effectiveness of the Programme, and facilitate seeking for external funding.

Therefore, in order to be able to involve other interested organisations and institutions and in particular potential donors, the initial Project documents have to be prepared in such a way as to allow contacts and discussions with possible partners and/or donors.

The Programme aims at exercising a catalytic role, in particular related to:

- a) galvanising interest of national and local authorities, stakeholders, the scientific community, NGOs and of the general public;
- b) transferring updated MAP experiences and international knowledge and technologies;
- c) procuring support in expertise, training and minimum equipment;
- d) introducing applicable methodologies, techniques and tools; and

- e) extrapolating typical problems and solutions, and presenting them at a wider scale.

Areas and development problems to be dealt with in individual projects should include a variety of types of Mediterranean situations, conditions and issues, making together a set of predominant problems and situations of common Mediterranean interest. Accordingly, the objective of the Programme is to identify, adapt if needed, test and apply specific approaches and tools appropriate for types and situations, such as: coastal areas at various levels of development; coastal urban areas and settlements; highly congested and over built coastal areas; islands; highly polluted and degraded areas of various types; virgin or extremely fragile areas; and areas of particularly high values of any other kind.

Funding of the Programme and of individual projects is secured from:

- a) regular MAP budget;
- b) host country counterpart contribution;
- c) donor support; and
- d) contribution of agencies or international organisations/institutions participating in individual projects, if any.

Applying the participatory principle, the Programme envisages: (i) a Participatory Programme as part of each project, involving direct and indirect end users (authorities, institutions and organisations, the scientific community, NGOs, the private sector, the general public and media); and (ii) co-operation with interested NGOs and others at the regional level.

According to its objectives and context, the Programme, in principle, does not envisage scientific research or concrete implementation of results, but creates prerequisites for their implementation.

2.4. Role of the Programme within MAP and with regard to national policies and programmes

The basic role of the Programme as a component of MAP is to perform a comprehensive set of practical actions related to priority fields of MAP and to the programme framework of the Mediterranean Commission for Sustainable Development, by:

- involving individual RACs and Programmes as appropriate, but not necessarily all of them;
- working jointly with, and assisting the national and local authorities and institutions to solve specific development problems and their impacts on the environment; and
- applying selected methodologies, procedures and tools, oriented at sustainable coastal management and development.

The Programme, therefore, provides all MAP RACs and MEDPOL with the opportunity for a harmonised joint practical work, demonstrating the capacity for the integration and application of best methodologies, procedures and tools in real conditions, dealing with complex environment/development problems in coastal and marine areas and watersheds.

With regard to individual Mediterranean countries, the role of CAMP is to assist the countries in:

- applying tools for and procedures of Integrated Coastal and Marine Areas Management (ICAM) within standard planning and management procedures and when implementing practical environment/development related programmes and remedial actions;
- upgrading national and local capacities for a sustainable coastal management;
- solving real development and environment related problems in selected coastal areas;
- providing inputs to national development planning and implementation process; and
- creating preconditions for the formulation and implementation of rehabilitation/development and/or remedial plans and programmes.

In order to fulfil the above, the outputs of individual projects have to be “integrable”, particularly with regard to the capability of being integrated as inputs into relevant national policies.

2.5. Institutional arrangements at Programme level

Specific institutional arrangements have to be defined at: a) the Programme level, b) the project level, and c) at the level of each individual project activity.

When defining the institutional arrangements within MAP and in the host country, the existing institutional structures, whenever possible and appropriate, should be utilised, avoiding thus the need for establishment of new structures or additional staffing.

The institutional structure at the Programme level includes:

- the Contracting Parties;
- the MED Unit, MEDPOL and all RACs, the Mediterranean Commission for Sustainable Development; and
- National Focal Points for MAP (as appropriate).

The main tasks of the above institutional structure are:

- to define policies and general programme of CAMP;
- to decide on: funding and initiation of new projects, closing of completed projects, and evaluating of the progress of the ongoing projects;
- to define strategies and provide policy instructions related to donors and potential partners (MEDA/SMAP, METAP, WB, EIB, and other agencies); and
- to exercise the overall supervision of Programme implementation and of the progress of individual projects and provide guidance to RACs involved.

The role of the main elements of institutional structure is as follows:

A. The MAP segment:

- a) decisions regarding the Programme in general, approval of individual projects, definition of financial aspects, evaluation and approval of completed projects (to be made by the Contracting Parties);

- b) the overall guidance of the Programme and of individual projects (to be provided by MED Unit), utilising in particular the meetings of MED Unit and RAC Directors;
- c) co-ordination, initiation and development of individual CAMP projects, to be implemented by PAP/RAC, in co-operation with other RACs and MEDPOL;
- d) implementation of individual projects to be co-ordinated by PAP/RAC and supervised by MED Unit; and
- e) individual activities to be implemented by the RACs involved.

B. The host country segment:

- a) the National Lead Agency, and the respective National Focal Point (NFP) for MAP, when participating in activities at the Programme level, contribute to the Programme evaluation, decisions and approvals, in their role of authorised representatives of the respective Contracting Parties; and
- b) at the level of individual projects, the MAP National Focal Point of the host country acts as the counterpart responsible officer for the overall co-ordination, guidance and organisation of the process of formulation and implementation of the project, unless decided otherwise.

C. Programme co-ordination and participation:

- a) facultative: if needed and appropriate, ad hoc meetings of the responsible national representatives of all ongoing projects might be convened by MED Unit, perhaps on back-to-back of other meetings, to discuss the problems relevant to the Programme; and
- b) facultative: establishment of the Programme Co-ordinating Board (the Steering Committee).

Competencies and obligations of the above structure are presented in subsequent chapters. The institutional arrangements at the Programme level are presented in Figure 2.1.

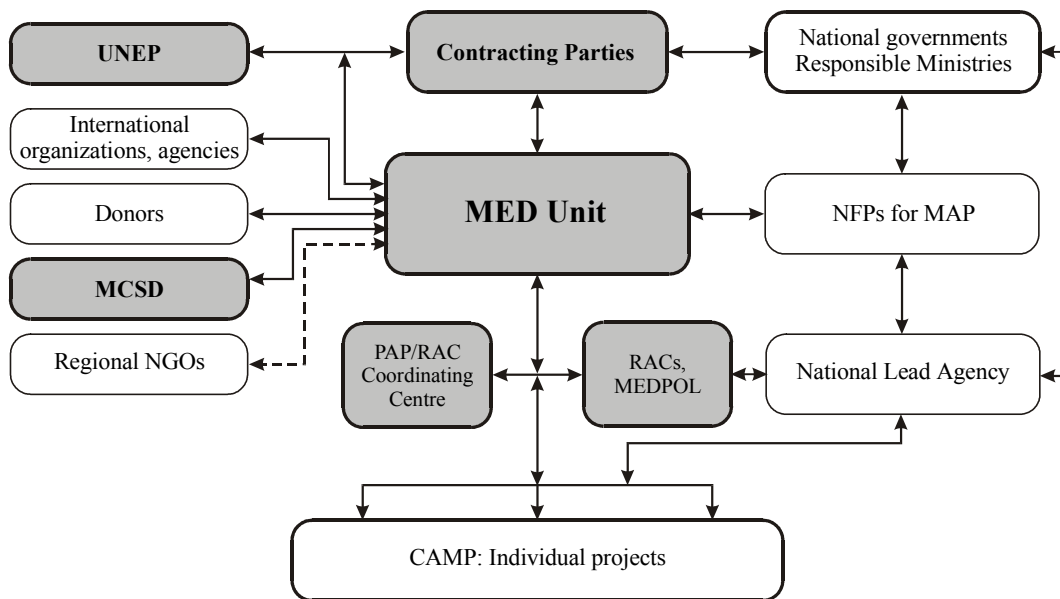


Figure 2.1: MAP CAMP: Institutional arrangements at Programme level

3. CAMP PROJECTS

As mentioned previously, the Programme is implemented through selected individual projects. Although each individual project differs from others, all of them have to respect a common policy, structural and institutional framework, and to follow the same procedure, defined on the basis of: a) UNEP and MAP procedures and decisions of the Contracting Parties; b) the hitherto experience in the Programme; c) general project management principles; and d) the standard ICAM procedure.

The essential elements of the project framework and procedure, are:

- project concepts and strategies;
- objectives of the project;
- structure and contents of individual projects;
- achievement indicators;
- procedure for the formulation and implementation of projects;
- general structure of individual activities as components of the project;
- time frame;
- funding and financial aspects;
- institutional arrangements;
- co-ordination, monitoring, evaluation, reporting, and feedback;
- training;
- supply of equipment; and
- follow-up of projects.

On the basis of the above elements, a detailed description of all project phases, documents and expected outputs is presented in Chapter 4.

3.1. Concepts and strategies of individual projects

The conceptual framework of individual projects is based on the following elements:

- integration of environment protection and rehabilitation into national coastal development policies;
- holistic system perspective;
- proactive approach to solution of interrelated development and environment problems;
- identification of feedback loops and re-evaluation of projects' policies, goals and strategies;
- participatory approach; and
- request for “integrability” of project components into a set of integrated development, environment, management and spatial related solutions.

The strategies to be considered when formulating projects are the following ones:

- improvement of existing or establishment of new regulatory instruments;
- upgrading of institutional and human capacities for sustainable coastal management;

- application and introduction of new methodologies, tools and techniques;
- protection of highly valuable/endangered ecosystems, resources or species;
- application of conservation strategies and programmes;
- implementation of planning and management actions, resource or area oriented: zoning, land- and sea-use planning, water resource management, integrated management of water resources, solid and liquid wastes management, sustainable development of agriculture, fisheries, aquaculture, etc.;
- solving other priority problems of the project area: soil and/or coastal erosion, seismic risk mitigation, contingency planning and emergency interventions, etc.;
- contribution to pollution control and reduction by: monitoring; assessing pollution sources, causes and impacts; reducing/mitigating pollution, based on the UN Global Programme of Action for Pollution Control and Mitigation – GPA, (UNEP, 1995a); and applying MAP protocols; and
- contribution to improvement of health conditions.

3.2. Integration: principles and procedure

Due to the complexity and interrelations of environment/development related phenomena in coastal areas, the results and solutions related to individual or sectoral issues need to be integrated at the project level. This implies the application of integration principles and procedures, the “integrability” of sectoral solutions being considered as a project selection criterion.

Therefore, applying the integration procedure is mandatory, both at the project level and at the level of individual project activities.

The stages of the integration procedure to be applied within projects are as follows:

- a) sectoral analysis and elaboration:
 - defining alternative solutions; and
 - defining sectoral first best alternative;
- b) integration of sectoral alternatives, first at the multi-sectoral level, and second at the project level:
 - evaluating and testing solutions at higher (multi-sectoral) levels;
 - evaluating their integrability and applicability at the project level;
 - providing for feedback inputs to individual/sectoral activities, if needed; and
 - formulating integrated results at the project level: Final Integrated Project Report; and
- c) desaggregation:
 - elaboration of Follow-up proposals and of Urgent Investment Portfolio.

The basic concept of integration and the relevant procedure are presented in Box 3.1.

Box 3.1:
Basic elements of integration

Definition: within the management context, the term “integration” understands a logical systemic assembly of diverse interconnected elements within a harmonised and comprehensive whole. It includes:

- **Policy integration:** a unique policy to be defined, integrating all individual, sectoral or partial lower level policies; and
- **Process integration:** an appropriate system of management and implementation related elements to be established, oriented at achievement of the adopted integrated policy.

The process implies integration of: a) policies; b) policy implementation activities; and c) management of people, activities, and resources.

Elements to be integrated: a) sectors, b) levels, c) disciplines, and d) the main components of the natural system and of the relevant processes.

The policy integration process implies:

- Definition of inputs – comprehensiveness to be secured:
 - a) over time, with long range prospective;
 - b) with regard to space: project area and interrelated wider areas;
 - c) all actors to be involved, all interests considered; and
 - d) all relevant issues to be included.
- Processing of inputs – aggregation to be applied:
 - a) policy alternatives prepared, evaluated from an overall perspective; and
 - b) decisions: to be based on an aggregate evaluation of policy.
- Producing outputs – consistency to be secured:
 - a) various policy components to be harmonised with each other;
 - b) the vertical dimension: consistency among policy levels (vertical integration); and
 - c) the horizontal dimension: one policy to be pursued by all executive actors, for every issue and policy level (horizontal integration).

A schematic flowchart of the integration procedure at the project level is presented in Figure 3.1.

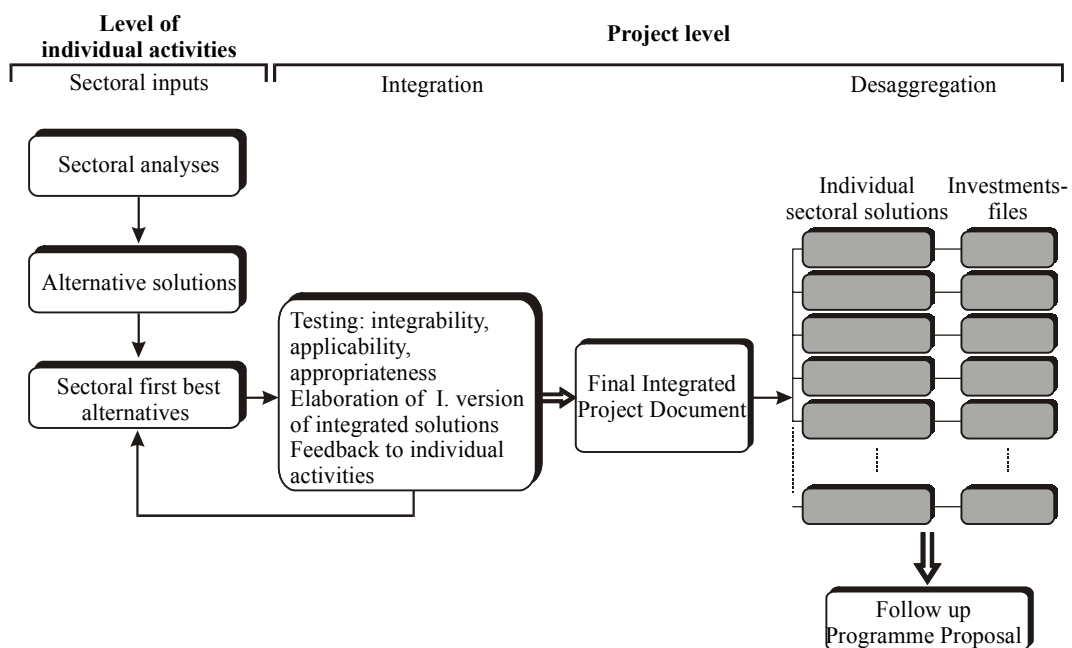


Figure 3.1: The integration procedure at project level

3.3. Project selection criteria

Projects to be included in the Programme have to be selected according to the following **criteria**:

- a) general: meeting the Programme objectives;
- b) site specific:
 - representative character of the area: congested and/or highly urbanised and industrialised coastal areas; consequently, highly polluted areas under high development pressure; islands: developing, highly developed; virgin coastal areas under threat of uncontrolled development; national coastal areas in countries with limited coastline length, etc.;
 - type and significance of the problems likely to be dealt with: problems common for coastal areas in the region: pollution abatement and control; waste management; water resource management; erosion and desertification; natural and man induced hazards; systemic prospective studies; environment development interrelations; selected sectoral issues (tourism, fisheries, aquaculture, transportation); areas of high natural or other values; integrated management for sustainable development, etc., all those with strong impacts on resident population, and/or ecosystems and/or biodiversity;
 - availability of needed information and data; and
 - common/larger/regional interest for the expected project results and their assumed wider applicability;
- c) host country related:
 - expressed political will for project implementation, at national and project area levels;
 - a certain level of institutional and organisational capacity for implementation;
 - willingness to contribute to the project, regarding involvement of national and local authorities and institutions, provision of data and information of the needed logistical and other support, and contribution in cash and/or in kind; and
 - willingness for implementation of post project monitoring, evaluation and follow up; and
- d) other:
 - “integrability” of potential individual activities within the project itself;
 - “integrability” of expected project results: (i) into national development plans and/or remedial programmes; (ii) as inputs when formulating and/or adjusting regional policies and strategies of sustainable coastal management; and
 - expected replicability under similar conditions.

3.4. Objectives of individual projects

The process of formulation of project objectives and objectives of individual project activities is the key issue in the preparatory phase of each project.

The general long-term objectives of all individual projects do not differ from the Programme objectives. However, local and national conditions may require the

additional project specific long-term objectives to be identified. Formulation and adoption of project objectives belong to the initial part of the preparatory phase. The Diagnostic Analysis is the main input source of these objectives.

Project objectives, activities and strategies are closely interdependent. Project objectives, once defined, will influence the processes of identification and selection of individual project activities, and of defining alternative strategies. *Vice versa*, once the basic strategies are identified, project and activity objectives might need to be re-evaluated and eventually amended.

3.5. Achievement indicators

Achievement indicators have to be defined at the initial stage of project formulation. After defining the objectives of the project and of each individual project activity, simultaneously with the formulation of individual activities, the first set of achievement indicators has to be selected.

Identification and formulation of achievement indicators has to be done taking into account:

- a) Programme objectives;
- b) project and activities' objectives;
- c) expected project and activities' outputs; and
- d) project selection criteria (see Chapter 3, section 3).

Achievement indicators play the key role in all stages of the project, by contributing to:

- quality of project results and achievement of expected benefits;
- monitoring of the quality of the process during the formulation stage;
- monitoring, evaluation and reporting during the implementation stage;
- quality of final activity reports and of the Final Integrated Project Report;
- presentation of project results at the Presentation Conference; and
- preparation of the Project Terminal Report and of the Self-Evaluation Facts Sheet.

As it is well known, achievement indicators are of quantitative and qualitative types. Quantitative achievement indicators are preferred whenever their formulation and application is possible. Due to the character of activities implemented within the Programme and its projects, the predominant part of achievement indicators might be of the qualitative type.

A list of potential achievement indicators is presented in Box 3.2.

In addition to the indicators which might be considered as common for all individual CAMP projects, each project and individual project activity might have specific achievement indicators. Whenever possible, these specific indicators should be identified and formulated when preparing the Inception Report and Project Terms of Reference.

Box 3.2:

Selected list of project achievement indicators

A. Quantitative achievement indicators:

- % of successfully completed individual activities envisaged by the Agreement;
- timely implementation of the project – % of time of extended project duration, if any, in comparison with the original time table of the project;
- overrunning of approved budget, if any – % of overrun;
- number of outputs produced in comparison with the number of expected outputs – %;
- number of national/local experts involved in the project;
- the participatory programme: number of actions, number of NGOs involved, number of other organisations and/or persons involved in the programme;
- number of persons trained;
- equipment supplied, if any;
- database established or existing database expanded (approx. % of expansion); and
- the catalytic effect of the project, in financial terms.

B. Qualitative achievement indicators:

- provision of an integrated solution for a sustainable development of the project area;
- promotion of sustainable use of major resources of the project area, or an improved protection of resource productivity and ecosystems;
- successful application of methodologies, tools and procedures, successful integration of activities during the implementation stage, and of results in the final phase of implementation, at the project level and at the host country level;
- improvement of the quality of life and health conditions of the resident population;
- improved measures for the protection against pollution, emergency preparedness, protection of natural habitats and biodiversity, conservation of historic and cultural values, etc.;
- increased public awareness;
- introduction of participatory activities and practice in the host country; and
- intellectual catalytic effect of the project, expressed in qualitative terms.

C. Indicators related to the use of project results in the post project stage:

At national level:

- implementation in practice of individual solutions and recommendations of the project;
- formulation of a follow-remedial programme on the basis of project results; and
- inputs into national practice:
 - application of tools and methodologies;
 - implementation of recommendations related to improvement of institutional and legal arrangements in the country or in the project area;
 - application of project results in other areas of the country; and
 - initiation of similar programmes in the country.

At regional level:

- assistance by host country institutions and teams to other countries;
- inputs into practice, or application of results in other Mediterranean countries; and
- inputs at the regional level:
 - inputs to the Mediterranean Commission for Sustainable Development, when formulating regional policies and strategies; and
 - distributing and applying project results.

3.6. Procedure: formulation and implementation of individual projects

The procedure to be applied when initiating a CAMP project follows the principles of projects management, and the procedure applied within ICAM, as identified by UNEP and MAP (UNEP-PAP, 1997). However, in each project some adaptations might be needed, according to its nature and other project specific requirements.

The procedure for the formulation and implementation of individual projects consists of the following main stages, and of a number of phases within each stage:

- i) Initiation, including two phases:
 - initiation; and
 - preliminary activities/preparatory activities.
- ii) Formulation of the project, including phases:
 - reaching agreement with the host country;
 - detailed formulation of the project;
 - meeting prerequisites; and
 - reporting progress.
- iii) Implementation, including:
 - initial implementation phase;
 - implementation of individual project activities; and
 - integration of results, presentation.
- iv) The post project stage, including:
 - post implementation monitoring, evaluation and reporting; and
 - follow-up activities:
 - implementation of tools and techniques within national practice;
 - formulation and implementation of remedial activities/programmes;
 - evaluation at the MAP level (Terminal Report, Self Evaluation Fact Sheet); and
 - presentation of results at the regional level for exchange of experience and as inputs for regional sustainable development policies and strategies.

Each phase of the process is characterised by a number of major outputs and decisions. Table 3.1. presents the process to be implemented based on the recommended procedure, presenting the stages and activities within each phase, and the outputs and decisions to be made.

A simplified flowchart of the process is presented in Figure 3.2. Tools and techniques, usually applicable in CAMP projects, are briefly presented in Annex IV.

3.7. Individual project activities

The standard project management practice requires structuring of CAMP projects into components dedicated to specific issues or groups of issues. The need for integration implies additional specific structuring requirements. CAMP projects are, therefore, structured into project units defined as individual project activities, each activity related to a specific (predominantly sectoral) issue or to an interconnected (multi-sectoral) group of issues.

Individual activities differ among themselves, and can be classified in two basic groups:

- a) sectoral or multi-sectoral activities; and
- b) “functional” activities.

Inputs	Stages	Phases	Activities	Outputs	Decisions
Triggering factors: NFPs, Governments, MAP, RACs, Contr. Parties Decision to initiate preparatory activities	INITIATION	Initiation	Proposal for the formulation and the approval of the Project by the Ordinary Meeting of the Contracting Parties	Request and decision by the Ordinary Meeting of the Contracting Parties	To initiate preparatory activities
		Preparatory activities	Assessment of problems, Diagnostic Analysis, Contacting donors, other agencies Formulation of project proposal	Diagnostic Analysis Project proposal TORs	To start project To approve TORs for Project
TOR for Project	FORMULATION	Agreement	Preparing and signing Agreement	Agreement	To proceed
		Detailed formulation	Elaboration of Inception Report	Inception Report	To adopt the Inception Report
		Meeting prerequisites for implementation	Preparation of the initial database; reaching agreement with donors, securing funding, establishment of institutional arrangements; formulation of the Participatory Programme	Preliminary data base, Institutional arrangements established, Participatory Programme defined	
Inception Report	IMPLEMENTATION	Progress Reporting	Monitoring, evaluation, reporting	Progress Report	To approve Progress Report
		Initial implementation activities	Preparation of the initial database and sustainability indicators; start of the Public Participation Programme; preparation of Technical Specifications; training activities; purchase of equipment; reporting	Data base, Technical Specifications for individual activities Training, equipment, TORs for consultants Progress Report	To approve Progress Report
		Implementation	Implementation of individual activities Coordination, evaluation, reporting, feedback if needed	Interim and final outputs of individual activities Progress Reports	Revise objectives, programme and timetable, if needed To approve Reports
		Integration of results, formulation of Follow up and Urgent Investment Portfolio	Preparation of the Final Integrated Report and Systemic Sustainability Analysis Preparation of Follow up proposals and Urgent Investment Portfolio Presentation Conference, Presentation of the Terminal Report	Final Integrated Report Follow up proposals, Urgent Investment Portfolio; Presentation Conference Report, Terminal Report	To close the project To recommend follow up To start post project activities

Table 3.1: Formulation and implementation of individual CAMP Projects

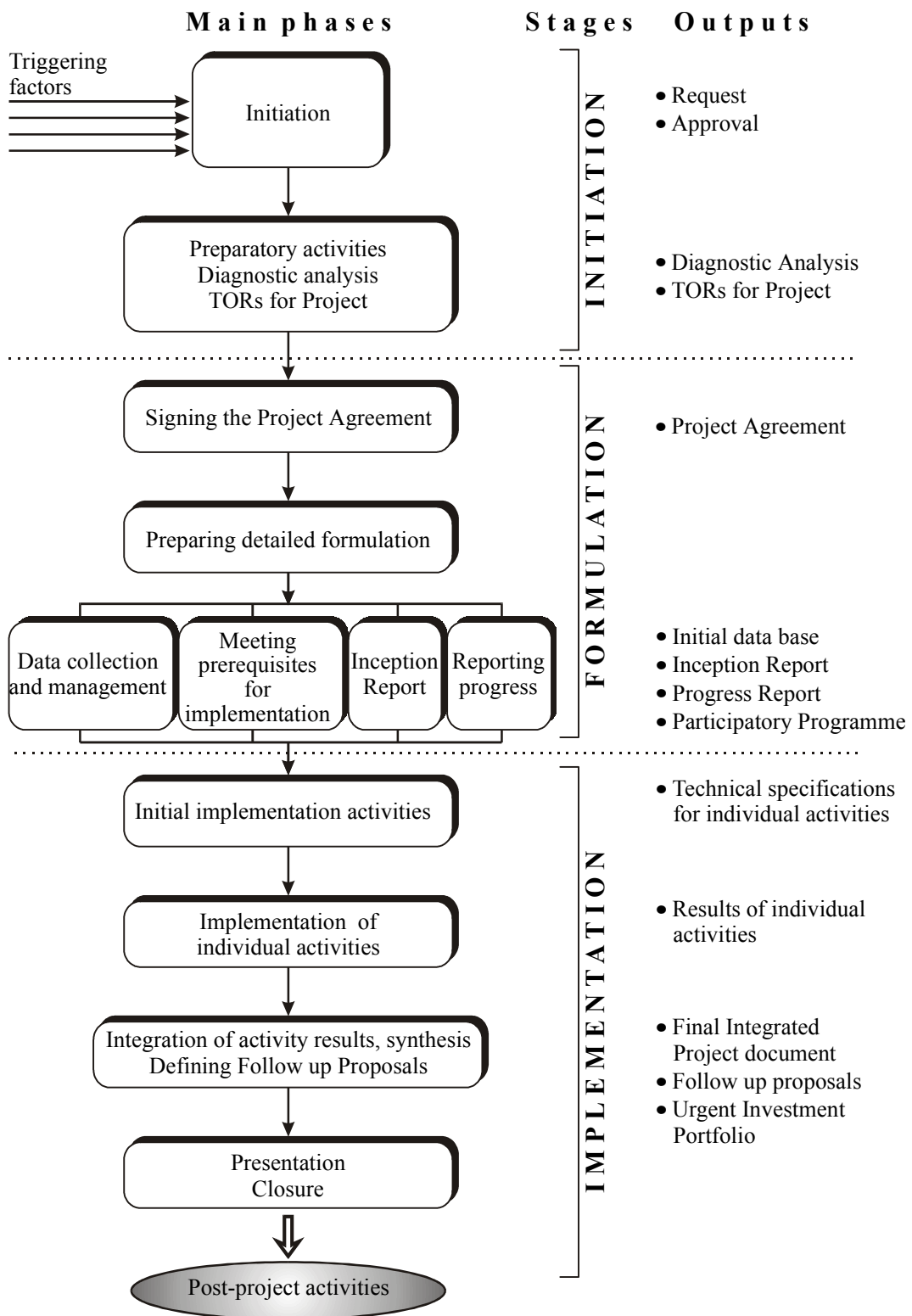


Figure 3.2: Phases, stages and outputs of individual projects

While sectoral activities are dealing with only one sectoral problem, the multi-sectoral ones are those encompassing issues related to two or several mutually interconnected sectoral activities. The formulation of multi-sectoral individual activities is recommended in case of several issues interlinked and interrelated in a

way that a joint integrated multi-sectoral action is either indispensable or offers better chances for success. Sectoral aspects within multi-sectoral activities need to be integrated within the activity itself, applying the principles of integration, presented for the project level. The multi-sectoral activities are, therefore, complex individual activities, consequently their level within the project structure is higher, and their implementation more demanding, than that of the sectoral ones.

“Functional” activities are those related to complex problems or issues pertinent to the entire project area, to be dealt with at the project level. The results of functional activities are used as inputs or correctives for all other project activities.

Box 3.3:
Project activities

MAP structure/Component	Title of activity	Type/ Level	Characteristic
Legal and institutional framework	Application of legal MAP instruments	IA	Project specific
Information and participation	Participatory programme	PLA	Mandatory
Pollution prevention and control	Solid waste management	IA	Project specific
	Liquid waste management	IA	Project specific
	Industrial waste management	IA	Project specific
	Pollution monitoring, pollution abatement	IA	Project specific
	Clean production technologies	IA	Project specific
	Emergencies, erosion, seismic risk, climate change	IA	Project specific
Conservation of biodiversity	Development of protected areas	IA	Project specific
	Protection of biodiversity	IA	Project specific
Integrating environment and development	Water resource management	IA	Project specific
	Renewable energies	IA	Project specific
	Individual sectoral activities and sustainable development: fisheries, aquaculture, agriculture, industry, tourism, etc.	IA	Project specific
	Water and solid/liquid waste management	CIA	Project specific
	Water, agriculture, forestry and aquaculture management	CIA	Project specific
Sustainable management of coastal zones	Integrated coastal area management plans	PLA	Mandatory
	Systemic sustainability analysis	PLA	Mandatory
	Urban development and sustainable management	IA	Project specific
	Rural development, natural areas and resources	IA	Project specific
	Protection of cultural and/or historic sites	IA	Project specific
	Data collection and management	PLA	Mandatory
	Final integrated project document, follow-up proposals	PLA	Mandatory
	Application of remote sensing	IA	Project specific
	Selected tools and techniques for sustainable coastal development	IA	Project specific

Levels: Individual activity = IA; complex individual activity = CIA; Project level activity = PLA

A list of potential project activities, according to the actual MAP structure and components, indicating their type and characteristic within the project structure, is presented in Box 3.3. The list is not an exhaustive one, other activities might be considered and selected, depending on specific conditions and problems in the selected project area. Furthermore, the presentation in the Box differentiates activities according to their type/level as: individual ones, complex individual activities and those at the project level. Finally, activities indispensable for all projects are characterised as mandatory, the others as project specific.

Identification and selection of project specific activities will depend on problems and impacts identified within the Diagnostic Analysis. The following criteria have to be taken into account:

- significance and priority level;
- dealing with crucial development and/or environment protection problems of the project area;
- “integrability” – the expected results have to be integrated into project results; and
- implementability – the prerequisites for implementation have to be met.

Due to conceptual reasons and financial constraints, only a reasonable, i. e. a limited number of activities, essential for meeting the project objectives have to be included, this request making part of the implementability criterion. Consequently, not all RACs and MAP programmes will be involved in each project, but only those responsible for issues pertaining to selected individual activities. Other needs of the project area, for example, some specific individual issues, institutional and professional upgrading, application of methodologies and tools, not included in the project, could be considered within regular RACs programme.

Objectives of individual activities will have to be defined according to specific issues dealt with, in harmony with the general objectives of the Programme and of the project.

Mandatory activities are those, which due to the general character, goals and objectives of CAMP projects are indispensable, either as inputs for all project activities, or as principal integrative elements. These activities require a high level of co-ordination and integration between them during the entire implementation of the project. Mandatory activities, therefore, have to be dealt with at the project level. Usually, the following activities have to be considered as mandatory:

- a) data collection and management;
- b) participatory programme;
- c) Systemic Sustainability Analysis;
- d) integrated planning/management activities for the project area; and
- e) final integration of results and formulation of follow-up proposals.

The reasons for the inclusion of data collection and management as an activity at the project level are: (i) to provide inputs to all individual activities in an organised way, (ii) to avoid duplication of efforts resulting when the same data are collected separately within individual activities, and (iii) to allow a cost efficient preparation of the project database and GIS. The initial version of the database has to be prepared in the initial stage of the project and used by all the teams implementing the individual activities. During the implementation of individual activities, data and information collected and generated will be presented as part

of individual Activity Reports. Finally, all information and data collected by individual activities will be systematised within the Project Database.

Systemic Sustainability Analysis emerged from the basic orientation of MAP Phase II towards sustainable development of coastal and marine areas and watersheds. Systemic Sustainability Analysis is a holistic and participatory approach, which combines main sustainability indicators, applied on an eco-socio-system in order to provide an overall picture of sustainability, now and over time. It allows assessment of the present level of sustainability and identification of critical points. The analysis, made on the basis of description and assessment of the system by main indicators, provides guidance for future activities toward sustainability. A sustainability indicators set is to be defined in the initial phase of the project. Then, the system, stakeholders and main sustainability indicators are to be identified in order to carry on the later steps of analysis, in parallel with the Final Integrated Project Report. The results of Systemic Sustainability Analysis make part of the Final Integrated Project Report.

The main objectives of this activity are:

- to introduce Systemic Sustainability Analysis as an innovative tool and to apply it under the country and project specific conditions, providing also for its use in other countries;
- to provide guidance for individual project activities and for follow-up activities toward sustainability of the project area; and
- to establish, in the post implementation phase, the base for monitoring of the future development and of impacts of project results.

The participatory programme has to be organised at the project level and, due to its specific character and dependence on national conditions and practice, implemented by the National Lead Agency, and assisted by MAP. This programme is highly dependent on national regulations and practice, and on the role of stakeholders and of the general public in the process of formulation and implementation of development policies and projects. The programme should be implemented from the early phase of the project, involving:

- representatives of the national and local authorities and institutions;
- the scientific community;
- the interested private sector;
- NGOs; and
- the general public.

The establishment of a National Project Advisory Board, to be responsible for the programme, may contribute to its quality and effectiveness.

The activity related to the preparation of the Final Integrated Project Document and the Follow-up Proposals, including the Urgent Investment Portfolio, aims at:

- presenting the project results in an integrated, synthesised and transparent form; and
- presenting proposals for follow up as a set of individual future activities, i.e. in a desegregated form, including estimates for investments needed and/or recommended.

The role of the MAP component in the implementation of individual project activities will be of the co-ordinating, and integrating character, providing

guidance and assistance to national authorities and local teams. In principle, local teams will have to implement the main part of the activities, the initial level of the implementation process has to start from the actual level capability and experience of local teams. MAP team leaders and consultants will provide methodologies and tools, training as appropriate, and assistance in reaching the needed quality of results, and, in particular, achieving integration at the activity and project levels. “Off-site” implementation of individual activities and/or their parts will have to be considered in exceptional cases only.

3.8. Project structure

The “project structure” defines the basic interrelations among various project activities. A well defined project structure is a prerequisite for the establishment of institutional arrangements and for defining the role of participating institutions and implementing teams.

The project structure has to be defined in accordance with: (i) the nature and contents of the project, (ii) principles of and needs for integration, and (iii) principles of project management.

Defining the project structure implies an analysis of all potential project activities, identification of interrelations and integrating elements, creating thus conditions for integration during and after the implementation.

The main components of the project structure are:

- a) Initial activities, including:
 - general co-ordination and logistics;
 - initial phase of “functional” activities; and
 - monitoring, evaluation and reporting during the implementation;
- b) Individual project activities;

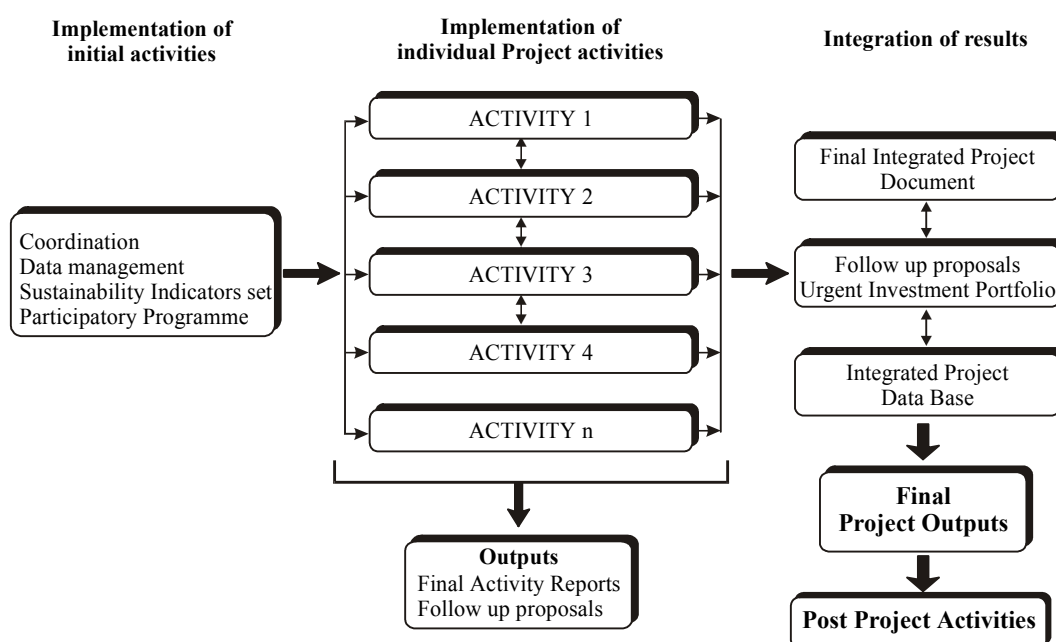


Figure 3.3: Formulation of the project structure

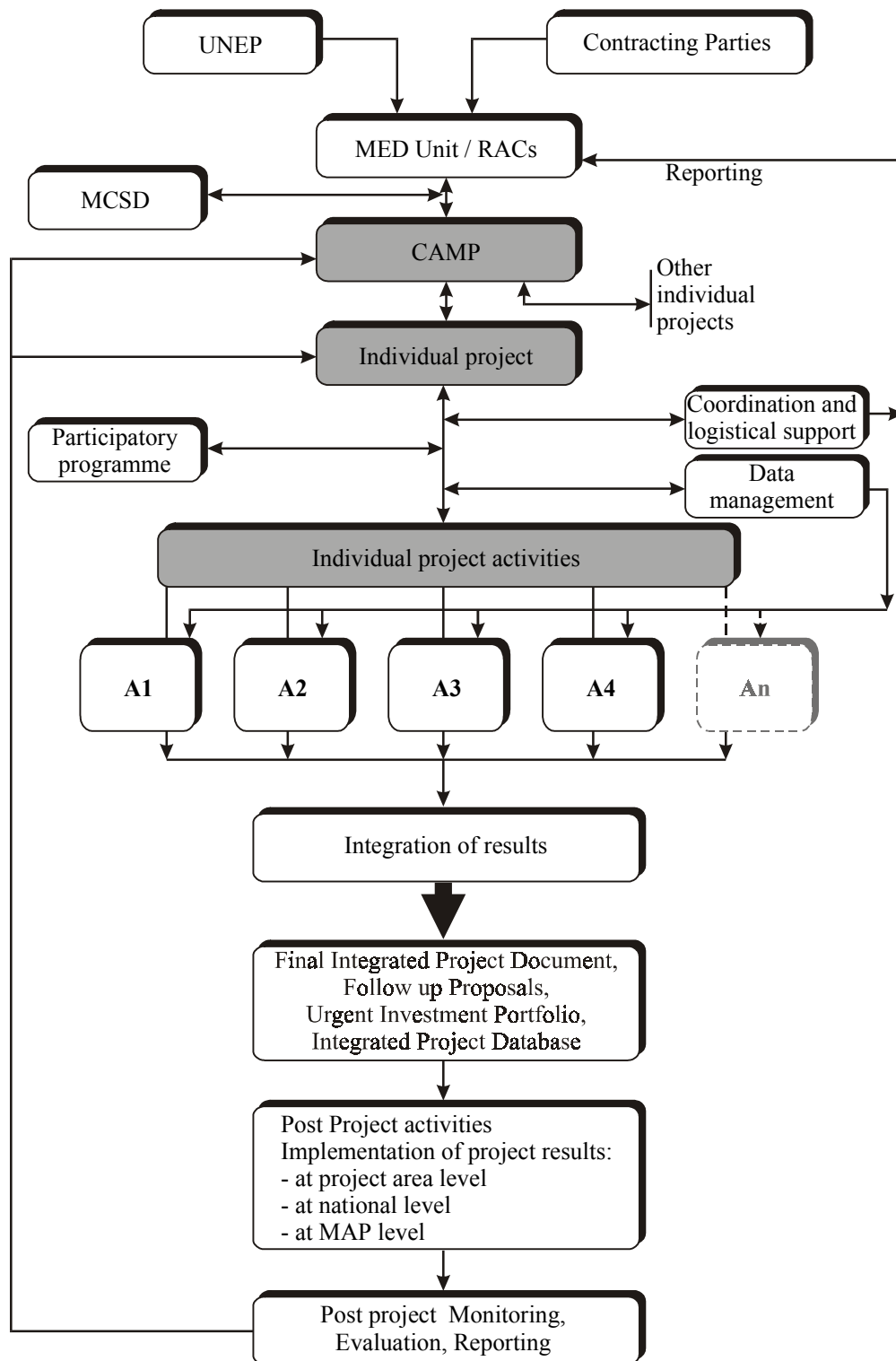


Figure 3.4: Implementation of CAMP projects

- c) Integration of results, including:
- Final Integrated Project Report;
 - Systemic Sustainability Analysis; and
 - Follow-up proposals and the Urgent Investment Portfolio (UIP); and
- [d) Post project activities: monitoring, evaluation, reporting, follow-up activities, all at the host country level].

The general structure of individual projects is presented in Figure 3.3. and the flowchart, indicating the implementation process, interrelations and feedback loops in Figure 3.4.

3.9. Duration of projects

A successful project presupposes, among others; a good preparatory phase; a reasonably short implementation period; and achievement of tangible results by its completion, or not too long after it. This period should not be longer than 3-4 years, and the project implementation stage not longer than 2-2 ½ years.

Taking the above into account, the following principles, related to the duration of projects should be respected:

- a) the signing of the Project Agreement to be considered as start of the project;
- b) funding and other requirements indicate two biennial MAP periods as an optimal time frame;
- c) the implementation phase should not start before all activities of the formulation phase are completed;
- d) the implementation stage should not be longer than 2 ½ years; and
- e) monitoring, evaluation and reporting of post project activities, should not be shorter than 2 years, while the temporal framework of the implementation of the follow-up programme will depend on its nature and local and national conditions and possibilities for implementation.

A framework time table for individual projects is presented in Box 3.4.

The above time table should be respected, allowing for minor changes according to specific project requirements and conditions, but in no case should the implementation phase exceed 2½ years.

Box 3.4:			
Framework time table for the implementation of CAMP projects			
Stage	Phase	Duration	
		of phase	of stage
Initiation stage			1 year
Project formulation			½ year
Project implementation			
	Initial activities	½ year	
	Implementation	1½ year	
	Integration, synthesis, presentation	½ year	
Total, implementation			2 ½ years
Total, project formulation and implementation			3 years
Post project activities:			
Monitoring evaluation, reporting			2 years
Formulation of follow-up programme			as appropriate
Implementation of follow-up programme			as appropriate

3.10. Funding and financial aspects

Funding of the Programme and of its individual projects is secured from the following sources:

- a) MAP budget allocations for the Programme and approved projects, upon decisions of the Contracting Parties;
- b) counterpart contribution, secured by the host country;
- c) donors contribution, if any; and
- d) contributions/expenses of participating agencies, organisations, institutions, if any.

Due to the limited availability of funds at the MAP level, allocations from its budget for the Programme and individual projects are also limited. Therefore, one of major tasks to be performed within the preparatory period of each project is to examine thoroughly all possibilities for securing donor support and including partner agencies or institutions in the project. Here, successful examples of projects implemented in previous cycles of CAMP with significant external funding might be mentioned: the Kastela Bay project and the second phase of the Albanian project funded by WB METAP, and the second phase of the Rhodes project funded by EIB METAP. Therefore, the project formulation procedure, and the format and contents of initial documents are to be donors and partners “friendly”.

The process of contacting donors and partners has to be carried out at the MAP level and according to precise instructions to be provided by MED Unit on a case-by-case basis.

For a project to be implemented with MAP and counterpart sources only, a limited project structure and contents have to be designed. In this case, the hitherto experience indicates that a reasonable number of individual activities is 6-8, adding the mandatory “functional” activities (Data management, the Participatory Programme, Systemic Sustainability Analysis, and preparation of final integrated project documents). With the time span of 4 years for the initiation, formulation and implementation stages, funding has to be secured within two biennial MAP budgets.

Counterpart contribution. Expenditures to be covered through host country contribution have to be defined and agreed upon by the Project Agreement. These expenditures are as follows:

- co-ordination and guidance by the National Lead Agency and by the National Co-ordinator;
- local co-ordination and guidance;
- data collection, and provision of available maps, plans and national documents;
- local/national expenses of the participatory programme;
- local expenses related to field work, missions, meetings, training courses;
- expenses of national institutions and staff, if part of their regular duties;
- office and other equipment, if not specified otherwise;
- host country expenses during the initiation stage;
- printing and dissemination of documents, except for the final ones, translation from the national language into the project working language, or *vice versa*; and
- other expenditures, if agreed by the Project Agreement.

Due to the character of the above expenditures the counterpart contribution will be provided predominantly “in kind” and partly in cash. The Agreement will specify the estimated amounts per individual activities. The contribution incurred will be reported as presented in Chapter 3, section 14, and in Chapter 6.

Donor support and/or contribution by partners, will be discussed and agreed upon on a case-by-case basis and defined within relevant Memorandums of Understanding or Agreements.

The previous experience indicates the belated disbursement of approved funds, or the late approval of funds for projects already approved, as major setbacks during project implementation. Therefore, the implementation stage should not start unless:

- all the possibilities of external funding and/or joint implementation have been explored;
- funding sources and a timely disbursement of allocated funds is secured; and
- other prerequisites for implementation are fully met, and in particular: the establishment of institutional arrangements, the definition of the participatory programme, and of the structure and profiles of teams to implement individual activities.

Bookkeeping, accounting and financial reporting will be implemented according to the relevant MAP/UNEP procedures, as presented in Chapter 6.

3.11. Institutional arrangements of individual projects

The following might be considered as a general scheme of institutional arrangements of individual projects:

A. Individual CAMP Project level

Constituents of institutional arrangements at the project level are:

- The MAP segment:
 - MED Unit;
 - RACs involved;
 - MAP Project Co-ordinator; and
 - MAP Team Leaders, nominated by responsible RAC for each individual activity.
- The Host country segment:
 - National Project Lead Agency;
 - National Project Co-ordinator (in addition, facultative and if needed Project Administrator, and/or Local Project Co-ordinator); and
 - National Team Leaders, for each individual activity.
- Donors and others, if any:
 - Donors, and the relevant Donors' Liaison Officer; and
 - Other Agencies or Institutions, if involved, and the Agency Liaison Officer(s).
- Co-ordination mechanisms, optional:
 - Joint Project Steering Committee (alternative: National Project Steering Committee);
 - National Project Advisory Board; and
 - structure(s) belonging to individual project activities.

The role of actors, the procedure for the establishment of institutional arrangements and their functioning are as follows:

- a) MAP MED Unit is authorised and responsible for:
 - decisions regarding the project in general, approval of the project, definition of its financial aspects, evaluation of project results and reporting to the Contracting Parties; and
 - the overall guidance, supervision and co-ordination of the project, utilising, among other forms, the meetings of MED Unit and RAC Directors;
- b) PAP/RAC acts as the MAP Project Co-ordination Agency, in co-operation with other RACs and MEDPOL;
- c) RACs involved in the project act as Implementing Agencies for individual project activities, according to their mandate and involvement in the project, and are co-ordinated by PAP/RAC; each RAC involved nominates the respective Activity Team Leader;
- d) PAP/RAC, in consultation with the MED Unit, appoints the Project Co-ordinator, responsible to the PAP/RAC Director;
- e) the host country Programme Lead Agency (the NFP for MAP) nominates the Project Lead Agency or implements that role itself;
- f) the Project Lead Agency nominates the National Project Co-ordinator; in some cases, in addition, a Project Administrator might strengthen the process of project co-ordination at the national level; depending on national and local specificities, a Local Project Co-ordinator might also be envisaged;
- g) in case of projects supported by donors, each donor nominates a Liaison Officer;
- h) in case of other agencies and/or international institutions participating in the project, each participating agency nominates its Liaison Officer;
- i) optional: the Project Steering Committee: one nominated representative of MED Unit, the PAP/RAC Director, the PAP Project Co-ordinator, the representative of the Project Lead Agency, the National Project Co-ordinator, donors' representative(s) and representative(s) of the participating Agency(ies) constitute the Project Steering Committee. As an alternative: the National Project Steering Committee, composed of representatives of major national ministries/agencies involved in the project;
- j) optional: a Project Advisory Board might be nominated with a consultative mandate and in particular related to the participatory programme, the Board members representing the end users, NGOs, the national scientific community, and other national and local subjects interested; and
- k) each individual project activity is organised as described below.

The institutional arrangements at the project level are presented in Figure 3.5.

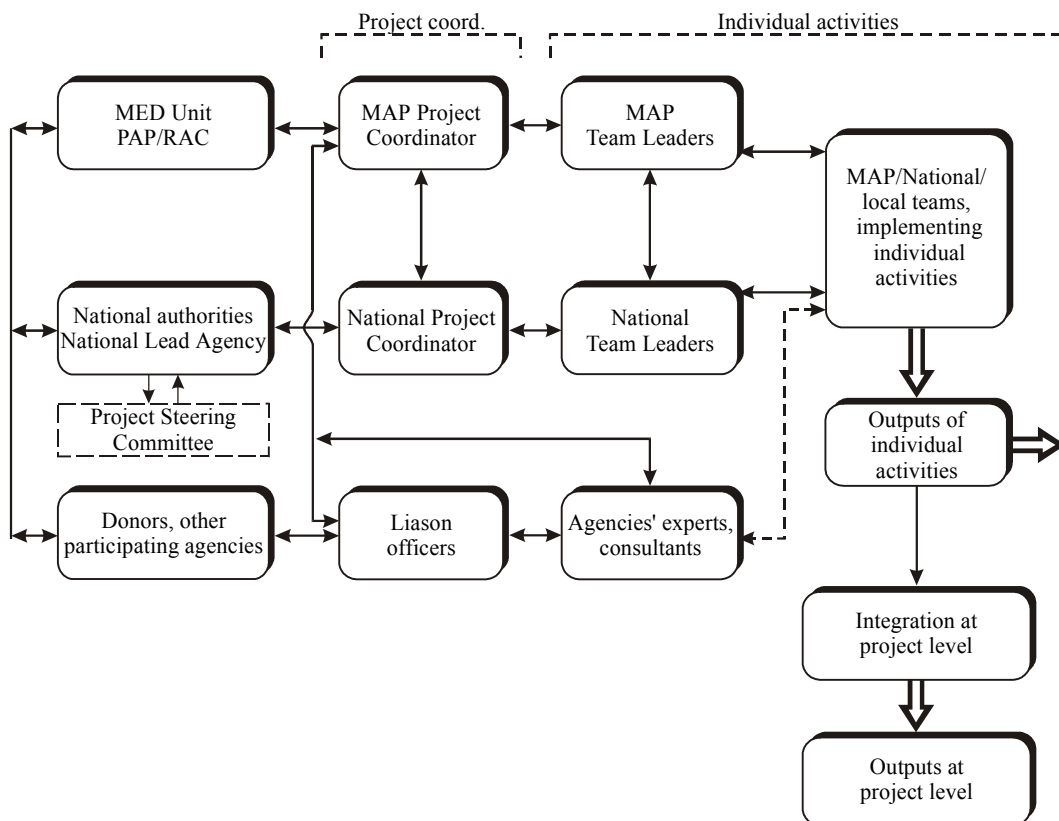


Figure 3.5: Institutional arrangements at project level

B. The level of individual project activities

This arrangement will be established in accordance with the nature of the activity and of institutional arrangements at the project level. The basic constituents of the arrangement are as follows:

- MAP Team Leader, nominated by the relevant RAC;
- MAP experts nominated by RACs, other experts of the Participating Agency or Institution;
- National Activity Team Leader; and
- National consultants proposed by the National Project Lead Agency, confirmed and appointed by MAP.

The role of actors will be as follows:

- a) The RAC responsible for the implementation of individual activity, nominates the MAP activity Team Leader;
- b) the RAC Director, appoints MAP experts/consultants to be involved in the implementation of the Activity, taking into account the team structure needed and the TOR for consultants, as defined by the Inception Report;
- c) the National Project Co-ordinator proposes national consultants to be engaged in the implementation of the Activity, in accordance with the needed team structure and TOR for consultants as defined by the Inception Report; PAP/RAC confirms national consultants;

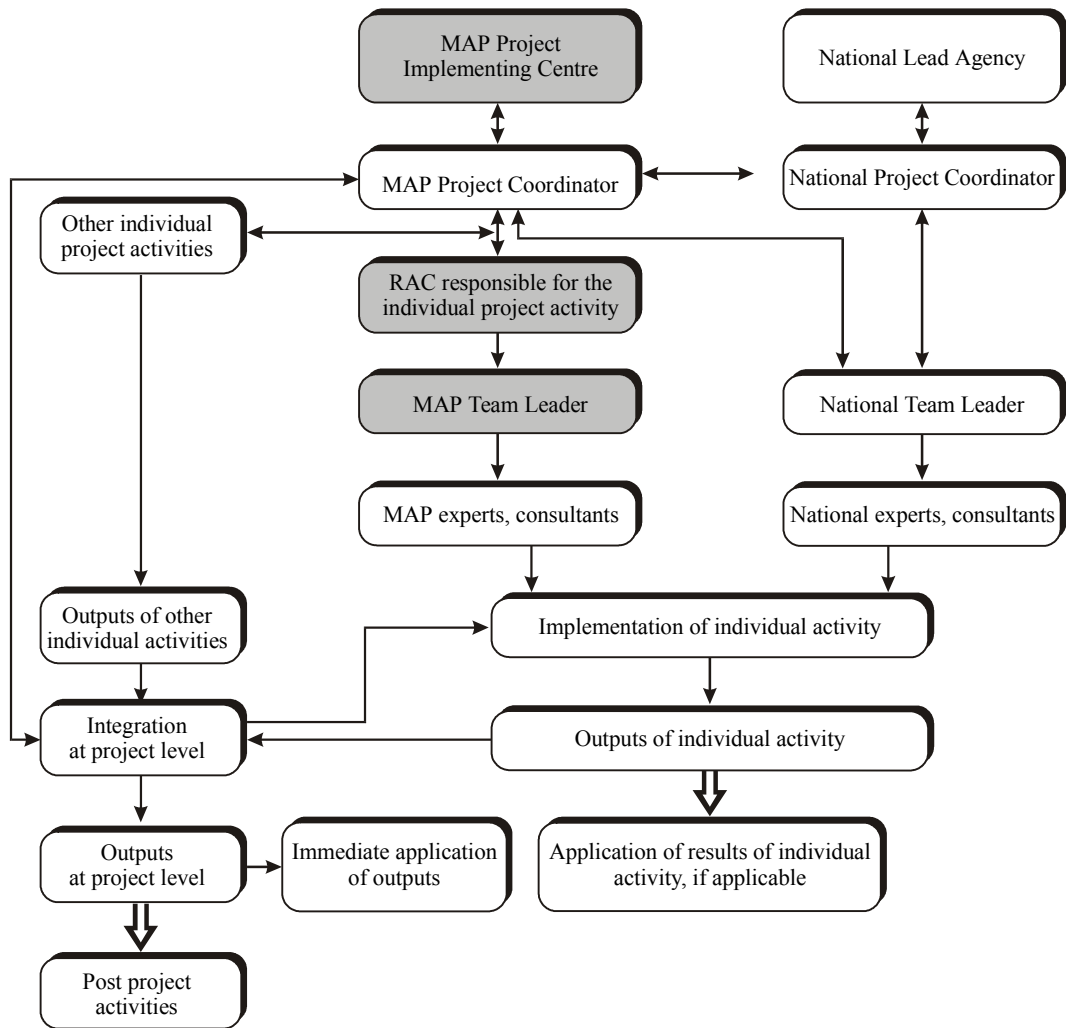


Figure 3.6: Institutional arrangements for individual project activities

- d) other agencies and/or institutions, when involved in the implementation of Individual Activity, nominate/appoint/propose their experts and/or consultants in the same way as in c) above; and
- e) each MAP Team Leader acts under the co-ordination of the MAP Project Co-ordinator, and co-ordinates/assists/works jointly with the National Activity Team Leader and the relevant national team of consultants during the implementation of the activity.

The institutional arrangements at the level of individual project activities are presented in Figure 3.6.

The detailed description of the co-ordinating mechanism and tasks for each individual project and activity has to be elaborated in the Project Terms of Reference and in the Inception Report, applying the above scheme, in accordance with the contents of the project and of its individual activities, taking into account the objectives of the project and the relevant national/site specific conditions.

3.12. Training

Institutional and professional upgrading of national and local capacities, and introduction and application of methodologies, tools and procedures for sustainable coastal management are among the major Programme objectives. Various forms of training will be applied, such as training courses, seminars, workshops and “on-the-job” training.

Within the context of the project usually the following training activities will be implemented:

- a) at the project level:
 - an initial training on project objectives, activities, institutional arrangements and implementation procedures to include as participants all National Team Leaders and, if appropriate, members of national teams; to be organised after the signature of the Project Agreement; mandatory;
 - training related to principles, tools for, and practice of integration of project results, if envisaged;
 - training related to data management, if envisaged; and
 - training related to the implementation of the participatory programme, if envisaged;
- b) at the level of individual activities, as appropriate: implementation of methodologies; tools; procedures; possible topics: sustainable development, ICAM, Systemic Sustainability Analysis, emergency planning, interpretation of remote sensing images, erosion mapping, land-use planning, Environmental Impact Assessment (EIA), Carrying Capacity Assessment (CCA), Strategic Environmental Assessment (SEA), GIS, etc.; and
- c) informal training: during missions and joint work, “on-the-job” training.

When implementing the training component, the following principles have to be observed:

- basic principles of adult learning;
- audio visual techniques to be used, such as slides, transparencies, CD-ROMs, films, photos;
- interactive forms of communication with trainees should be applied;
- relevant training course documents have to be prepared in all cases and sent in advance to participants;
- evaluation of training practice and results to be made for each training course by the participants and by the organisers; and
- reporting: (i) Training Course (Seminar, Workshop) Reports; (ii) within Mission Reports for activities related to informal and “on-the job” training implemented, and (iii) within Progress Reports and the Project Terminal Report (UNEP).

The list of training course documents to be prepared as part of project activities is presented in Box 3.5.

Box 3.5:

Training course documents

- Register Form (to fit requirements for the UNEP Terminal Report);
- paper copies of transparencies/slides/photos;
- baseline document including: background information, objectives of the course, contents, and methodology to be applied;
- Planning Form, a document presenting in tables: time, topics and objectives of the sequences of training activities, indicating methods to be applied, duration, type of exercise, likely energy level, responsibility (resource persons) and logistical needs and materials needed;
- training documents to be used as training tool and reference:
 - those prepared by the organisers, related to the topics to be dealt with by the course; and
 - other documents of a more general type, such as guidelines, manuals, instructions, either as complete volumes or as selected excerpts;
- Training Course Agenda; and
- Training Course Report, including the Evaluation Reports.

3.13. Supply of equipment

Supply of equipment within the CAMP projects is in principle limited to special cases and with modest expenditures to incur. In most cases, this type of assistance must be limited to PC level hardware and specialised software, or to minor special non expendable equipment.

The procedure related to supply of equipment includes:

- justification and identification of equipment needed;
- selection of supplier(s), and purchase of equipment;
- installation of equipment;
- assistance or training on its use, if needed;
- confirming the receipt and installation of equipment by the beneficiary; and
- regular reporting by the beneficiary on the use of equipment.

The selection of the supplier has to be made on the basis of three offers collected, and after clearance by MED Unit.

Within post project activities, reporting on the use of the equipment is the duty of the local/national user. At the end of the reporting period, the proposal regarding the final user of the equipment will be made by PAP/RAC-MAP, to be approved by UNEP.

3.14. Monitoring of implementation, evaluation and reporting

The above activities are related to both the project level and the level of individual activities.

Monitoring of project implementation, evaluation and reporting at the project level is the task of the MAP Project Co-ordinator. The same, for activity level, is the task of MAP Team Leaders, reporting regularly to the MAP Project Co-ordinator. These activities belong to the project implementation stage, and must be

differentiated from the post project monitoring, evaluation and reporting, presented in Chapter 5.

Elements to be monitored during the implementation of the project are:

- implemented actions within individual activities (workplan);
- the produced outputs (interim, draft, final);
- quality of implementation;
- respecting of the time table;
- financial expenditures, at the project level only, whether incurred as approved by the budget problems identified (causes and consequences); and
- corrective actions implemented or those needed to solve the identified problems.

The monitoring process has to be a continuous activity during the entire implementation period.

On the basis of the information collected by the monitoring process, the evaluation of the following aspects has to be made:

- a) performance dimension:
 - co-ordination and integration of activities;
 - meeting the Programme and project objectives;
 - quality of implementation, meeting Technical Specifications of individual activities;
 - chances to achieve benefits and results expected by the project; and
 - chances to meet: final deadlines and expenditures approved by the budget;
- b) integration dimension:
 - level and quality of co-ordination and integration of activities;
 - level of integration of results within individual activities and within the project; and
 - corrective actions in order to achieve or improve integration; and
- c) project sustainability dimension:
 - expected use of anticipated project results; and
 - chances for follow up.

On the basis of the monitoring and evaluation, the reporting function includes:

- a) Progress Reports, if requested;
- b) Half-Yearly Progress Reports;
- c) Final Project Report (not to be confounded with the Final Integrated Project Report); and
- d) Terminal Project Report, and Self-Evaluation Facts Sheet.

The reports have to be prepared according to the UNEP/MAP format.

4. FORMULATION AND IMPLEMENTATION OF INDIVIDUAL PROJECTS: PROCEDURE, ACTORS, OUTPUTS, DECISIONS

4.1. Introduction

This Chapter illustrates details of the formulation and implementation procedure, with particular attention accorded to practical steps to be implemented and to the role of each participant. Such prescription is accompanied by a detailed flowchart, presented in Figure 4.1.

The Chapter is structured following the stages and phases of the process, as defined earlier, i.e.:

A. Stage: Initiation

Phases:

- i) Initiation; and
- ii) Preparatory activities (Diagnostic Analysis, Project structure and Project TOR, donors).

B. Stage: Formulation

Phases:

- i) Agreement and signature;
- ii) Detailed formulation (Inception Report);
- iii) Meeting prerequisites; and
- iv) Progress reporting.

C. Stage: Implementation

Phases:

- i) Initial implementation activities (Technical Specifications, initial database, contracts);
- ii) Implementation; and
- iii) Integration (presentation of project results and follow-up proposal, final reporting).

D. Stage: Post project activities – presented in Chapter 5.

4.2. Initiation stage

4.2.1. Initiation phase – Approval to start preparatory activities

This phase is usually preceded by initiatives defined as triggering factors, such as:

- existence of a critical situation in certain coastal areas, related to actual environment/development problems, degradation of resources and ecosystems, pollution, endangered biodiversity, worsening of the quality of life of the resident population, etc.;
- catalytic effects of successful CAMP projects or other programmes;

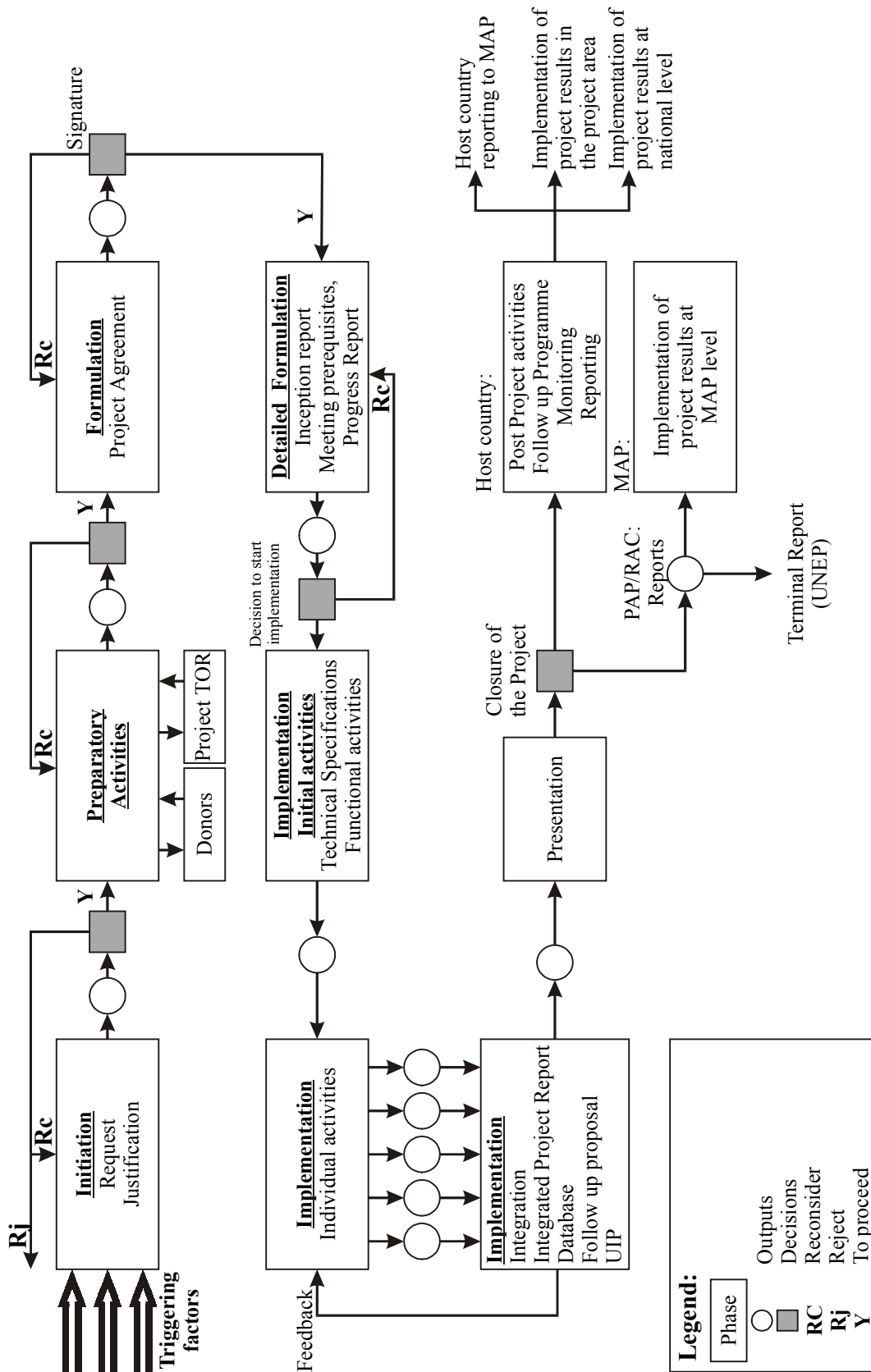


Figure 4.1: Detailed flowchart: Implementation of CAMP projects

- informal initiatives by NGOs, the scientific community, local authorities, individual RACs; and
- formal Government initiatives.

The result of the above triggering initiatives is a formal request to Contracting Parties for a CAMP project. Such a formal request might be presented by: (i) the relevant MAP NFP, (ii) one of MAP RACs, or (iii) the MED Unit. The request is addressed to MED Unit through PAP/RAC. The formal request must contain basic information on the proposed project area and relevant problems, and an initial justification for the proposal. No specific format is requested, but the document should be as concise and short as possible (2-4 pages, 1-2 maps).

The request is evaluated by PAP/RAC in co-operation with the relevant national authority, taking into account the Programme objectives and selection criteria, presented in Chapter 2. With the evaluation made by PAP/RAC the request is forwarded to MED Unit.

**Box 4.1:
Diagnostic Analysis**

The objective of the document is to provide an initial analysis of the problems related to the protection of the environment, pollution reduction, use of resources and protection and sustainable development within an area, potentially to be considered as a CAMP project area. In addition, the document should provide an initial set of data and information, and indication of interest of the authorities, institutions and others potentially to be involved in the project. Finally, the document will be used for the assessment of feasibility of the project proposed. The document represents the initial basis for the preparatory stage of the project.

The recommended contents of the document are as follows:

(i) Executive summary

1. Proposed project area, including one or two maps.
2. Problem identification: nature of problem(s), causes, impacts and consequences, significance, knowledge on relevant phenomena and systems, availability of data.
3. Hitherto activities related to the problems identified, at the local, national, and international level; studies implemented; projects implemented, on going or in preparation; and other relevant activities implemented.
4. Proposal for project formulation:
 - priority problems to be dealt with;
 - host country potential partners to be involved: national and local authorities;
 - institutions, the scientific community, NGOs national and local;
 - time frame; and
 - Logical Framework Analysis.
5. Basic data and information (see also Annex IV, section Data Management):
 - standard statistical data;
 - existing regulations on land use and environmental management; existing urban and local spatial plans; development plans, i.e. those at the national level relevant for the proposed area, and at the area level; and plans and documents in preparation;
 - available maps, satellite images, GIS, digitised thematic maps; and
 - data available on: pollution sources and levels, state of the environment and of natural resources, biodiversity and endangered species, and other problem(s) relevant data.

Annexes: as appropriate.

References.

Approximate size of the document: 30-40 pages; maps as appropriate.

The MED Unit considers the request. In case of approval, the MED Unit forwards the proposal to the next Ordinary Meeting of the Contracting Parties and gives instructions to start the preparatory activities, informing the relevant NFP and PAP/RAC.

In case of a negative opinion of MED Unit, the NFP or the responsible national authority might appeal to the MAP Bureau or to the Ordinary Meeting of the Contracting Parties. The decision of the Ordinary Meeting of the Contracting Parties is final.

4.2.2. Preparatory activities: Diagnostic Analysis

1. PAP/RAC, in co-operation with relevant national authorities, initiates the preparation of Diagnostic Analysis. The contents of Diagnostic Analysis are presented in Box 4.1.
2. Diagnostic Analysis is to be prepared by national authorities / national teams, assisted by PAP/RAC. MAP expenditures related to such assistance have to be covered by the budget line on CAMP, as assistance to interested countries. For host country expenditures see Chapter 3, section 10.
3. Draft Diagnostic Analysis is evaluated by PAP/RAC. Requests for clarification, amendments and revision, if needed, will be forwarded to the responsible national authority or the implementing team.
4. The final version of Diagnostic Analysis is adopted by PAP/RAC and circulated to MED Unit, RACs and to the responsible and interested national authorities.

4.2.3. Preparatory activities: Project Structure and Terms of Reference

On the basis of the findings presented in the Diagnostic Analysis, in co-operation with relevant national authorities and institutions, PAP/RAC prepares the Proposal for the Project Structure, identifying the priority problems, objectives, possible individual activities of the project, time table and budget estimate.

The draft Proposal is presented to MED Unit, RACs and to the responsible national authority. On the basis of the relevant feedback, the final Project Structure is prepared. If needed and as appropriate, missions of PAP/RAC and RACs involved will be organised in order to assist the national authorities when formulating the Contents Proposal.

The relevant MAP expenditures during this activity have to be covered by RACs regular budgets for CAMP but alternatives might also be possible according to MAP decisions and Workplan and budget. Results of the contacts with donors and/or potential participating agencies and organisations, will be included in Project Terms of Reference.

The agreed Project Structure, including inputs from the above, is integrated into the Terms of Reference for the Project, prepared by PAP/RAC in co-operation with other RACs involved in the project. The Terms of Reference for the Project are confirmed by the responsible national authority (the National Project Lead Agency) and the MED Unit. The Terms of Reference for the Project are presented in Box 4.2.

Box 4.2:

Terms of Reference for the Project

The document presents the structure, contents, phasing, outputs and institutional arrangements of the project. Once agreed upon, the document is enclosed as Annex to the Project Agreement. The preparation of the document is based on the Diagnostic Analysis, the project structure, missions, consultations and other inputs available.

The recommended contents of the document are as follows:

I. CAMP Project level:

1. Project area description and maps
2. Project objectives
3. Outputs at project level
4. Project structure:
 - list of activities at the project level;
 - list of individual activities;
 - co-ordination, integration;
 - phasing and flowchart; and
 - summary time table.

II. Terms of Reference for functional activities:

- activity objectives;
- tasks to be performed;
- outputs of the activity;
- phasing, framework time table and workplan;
- institutional arrangements and role of actors;
- integration with other project activities; and
- tentative budget, cost sharing, and counterpart contribution.

III. Terms of Reference for individual activities:

- contents same as for Part II.

Size of the document: Part I.: 5-8 pages, 2 maps, 2 flowcharts; and
Part II. and Part III.: 2 pages per activity max.

4.2.4. Preparatory activities – Contacting donors and other potentially participating organisations

The Project Structure and Diagnostic Analysis are the basis for contacting potential donors and other potentially participating agencies and organisations. The initial proposal has to be prepared by PAP/RAC and distributed to MED Unit and RACs.

After consultations, the MED Unit decides on the procedure and programme of contacting donors and/or organisations, and on the RACs to be involved in the process. Contacts are established and discussions held under guidance of MED Unit. If needed and appropriate, a Donors' Conference or Meeting might be organised. Taking into account the results achieved, PAP/RAC finalises the Terms of Reference for the project. PAP/RAC or another RAC involved prepares the draft Memorandum of Understanding to be signed with the donor(s) or participating organisation(s). The MED Unit and donor organisation adopt the final version of the Memorandum of Understanding. The Memorandum of Understanding is signed by MED Unit and the donor organisation, prior to, or simultaneously with the Project Agreement between MAP and the host country.

4.3. Formulation stage

4.3.1. Signing agreements

A. Signing of the Project Agreement

On the basis of Terms of Reference for the Project, PAP/RAC prepares the first draft of the Project Agreement. After comments by other RACs and MED Unit, the second draft of the Project Agreement is prepared. The second draft of the Project Agreement is sent to the host country responsible authority. After the discussion period, the final text of the Project Agreement is prepared. The general format of the Agreement is presented in Box 4.3. Facts regarding donor support and participation of other organisations are to be duly included in the text. The Project Agreement is signed by MAP Co-ordinator, and on behalf of the host country Government by the authorised Ministry or institution.

B. Signing of the Memorandum(s) of Understanding with donors and other participating organisations

Simultaneously with the procedure of signing the Project Agreement, preparatory activities related to potential donors and other participating organisations are being implemented as prescribed under Chapter 4, section 2.4. The signing of the relevant Memorandum of Understanding or Agreement or Contract is organised prior to, or simultaneously or together with the signing of the Project Agreement.

Box 4.3:

The Project Agreement

The Project Agreement is the basic legal document of the project.

Title of Agreement:

Agreement relative to the implementation of the Coastal Area Management Programme for AA (country).

Contents:

Preamble: The legal base of the Agreement, Barcelona Convention and Protocols, MAP Phase II, the country as a Contracting Party, approval of the project by the Contracting Parties.

Points of Agreement:

1. Statement of Agreement to develop and implement the project, as defined in the Terms of Reference for the project, making an integral part of the Agreement.
2. Defining procedure of revision of the project, if needed.
3. Defining the implementation period.
4. Defining the basic institutional arrangements at the project level: MAP (the implementing Centre, project co-ordination); host country (the National Lead Agency, national project co-ordination, local project co-ordination).
5. Defining role of parties and obligations: a) in the preparatory phase, b) during implementation, and c) after the completion of the project.
6. Summary of the budget and cost sharing.

Signature: a) on behalf of the host country government, b) on behalf of UNEP-MAP.

Annex: Terms of Reference for the Project, as integral part of the Agreement.

4.3.2. Detailed formulation – Inception Report

According to the Agreement and Terms of Reference for the project, the Inception Report is prepared by PAP/RAC, in consultation with: (i) the RACs involved, (ii) the National Lead Agency, (iii) the MAP Project Co-ordinator, and (iv) the National Project Co-ordinator. The framework contents of the Inception Report are presented in Box 4.4.

The Report is submitted to MED Unit and the National Lead Agency for approval. The approved Inception Report is used as the basic operational document, mandatory for all subsequent project activities.

4.3.3. Meeting prerequisites for implementation

This activity has to be implemented simultaneously with the preparation of the Inception Report:

- Establishing of institutional arrangements, in accordance with Chapter 3, section 11, and the Project Agreement:
 - a) the MAP segment of institutional arrangements, including nomination of the MAP Project Co-ordinator and Team Leaders has to be confirmed by MED Unit, upon proposal by PAP/RAC prepared in consultation with other RACs involved;

Box 4.4: Inception Report

The recommended contents of the Inception Report are as follows:

1. Introduction (background):
 - general framework: MAP, CAMP, approval of the project;
 - reasons for the project: project area, problems, causes, impacts, consequences;
 - relevant activities implemented hitherto;
 - Project Agreement, Terms of Reference for the project; and
 - objectives of the Inception Report.
2. Project objectives: general, specific.
3. Expected results: project area level, national level, Programme and MAP levels.
4. Methodologies to be applied:
 - general methodologies;
 - specific methodologies, according to individual project activities;
 - linkages;
 - project phasing; and
 - institutional arrangements, organisation and staffing, distribution of tasks.
5. Achievement indicators:
 - qualitative, quantitative achievement indicators.
6. Implementation:
 - Workplan, in accordance with phasing;
 - Manning schedule (applying the Strategy Framework and the Logical Framework Analysis);
 - Time table; and
 - Outputs envisaged.
7. Monitoring, evaluation, reporting.

Annexes: if needed and as appropriate (list of reference documents, plans, other).

When defining the implementation, each individual activity has to be elaborated separately, and the project level has to be presented as summary.

- b) the national segment is confirmed by the National Lead Agency, including the nomination of the National Project Co-ordinator (and Administrator, if envisaged) and of the National Team Leaders, and (if envisaged by the Agreement) the nomination of the National Project Advisory Board;
 - c) The joint Project Steering Committee, or alternatively, the National Project Steering Committee is established as presented in Chapter 3, section 10; and
 - d) Donors and other participating organisations nominate the relevant Liaison Officers.
- Initial collection of data and information: the National Project Co-ordinator and the National Team Leader responsible for the establishment of the Project database, assisted by PAP/RAC and the MAP Project Co-ordinator and the Team Leader, organise the initial collection of data and information, including: available maps, regulatory instruments, plans, projects hitherto implemented, on-going or in preparation, reference documents and literature. Details on data and information to be collected are presented in Annex IV.
 - Defining the participatory programme:
 - a) According to the Agreement, the National Lead Agency, assisted by PAP/RAC and by the MAP Project Co-ordinator, defines the Project Participatory Programme. The basic approach to the formulation of the Project Participatory Programme is presented in Annex II;
 - b) MAP through PAP/RAC, provides assistance and secures resource persons for programme specific activities, as defined by the programme and agreed upon with MAP-PAP/RAC. Unless envisaged otherwise, the relevant MAP expenditures have to be covered from the CAMP project budget, out of the project budget line related to the participatory programme.
 - Identifying individual participants – experts and consultants:
 - a) The number and needed profiles of individual participants to be involved in the project are identified by the Inception Report: the MAP Project Co-ordinator, MAP Team Leaders, the National Project Co-ordinator (in some cases also the Project Administrator and/or the Local Project Co-ordinator), National Team Leaders, national experts, MAP experts;
 - b) The nomination of the MAP Project Co-ordinator, MAP Team Leaders, the National Project Co-ordinator and National Team leaders is performed according to Chapter 4, section 3.3;
 - c) The structure and number of members of each national team are defined by the Inception Report. Potential candidates for members of individual national teams are identified by the National Project Co-ordinator, the list and *Curricula Vitae* included are presented to PAP/RAC and to the RAC involved, and included in the Inception Report;
 - d) After consultation with the National Project Co-ordinator, PAP/RAC and the RAC involved confirm the list of consultants to be involved in each individual activity and at the project level; and
 - e) Detailed tasks to be performed by each national team and individual consultant are to be defined by Technical Specification for each project activity.

- Checking whether the financial preconditions are met:
 - a) PAP/RAC, in consultation with the RACs involved checks whether the financial preconditions needed for the start of the implementation stage have been fully met; and
 - b) In particular, in case of donors and/or participating organisations involved in the project, PAP/RAC or the MED Unit, according to the Memorandum of Understanding, check whether the relevant preconditions, as agreed upon by the relevant Memorandum of Understanding have been fully met.

4.3.4. Reporting: Progress Report

On the basis of the activities implemented under Chapter 4, section 3.3, PAP/RAC presents the First Progress Report, requesting the approval for the start of the implementation stage. The First Progress Report is evaluated by MED Unit and the National Lead Agency. After its evaluation, the MED Unit approves the Report and decides on the start of the implementation stage.

4.4. Implementation stage

4.4.1. Initial implementation activities

This phase consists of the following activities:

- i) preparation of Technical Specifications for individual activities;
- ii) preparation of Terms of Reference for individual contracts and their signing;
- iii) start of the Participatory Programme;
- iv) preparation of initial database and of the set of sustainability indicators;
- v) specification of equipment needed and purchase; and
- vi) reporting.

All these activities are implemented at the project level under the responsibility of the MAP Project Co-ordinator, in co-operation with the National Project Co-ordinator and/or the National Project Administrator. As defined by the Inception Report, responsible MAP Team Leaders and National Team Leaders implement their individual tasks related to the preparation of Technical Specifications, database, and equipment. All activities are implemented simultaneously and harmonised with each other. The tasks related to the equipment might continue within the implementation phase.

Technical Specification for an individual activity is a technical document, based on the Project Agreement, Terms of Reference for the project, and the Inception Report. Its purpose is to define, in detail and in technical terms the relevant activity to be implemented as part of the project, and in particular: the objectives of the activity, basic tasks to be implemented, methodologies and tools to be applied, the institutional arrangements, linkages, communication and feedback, outputs to be produced and the relevant procedure, workplan and time table, and other details relevant for the implementation of the activity and for the integration of its results in the final project document.

Box 4.5:

Technical Specification for individual project activities

This document, once prepared and adopted, will be used as the basic instrument for the implementation of the respective project activity, and as integral part of Terms of Reference for all consultants' contracts related to the activity.

The recommended framework contents of the document are as follows:

1. Introduction
 - 1.1 Basic information (MAP, RACs, CAMP)
 - 1.2 The project: structure, contents, institutional arrangements
 - 1.3 Project area, the wider context
 - 1.4 Objectives of the project
 2. The respective individual activity
 - 2.1 Short description of tasks to be implemented
 - 2.2 Objectives of the activity
 - 2.3 Conceptual approach
 - 2.4 Integration with other project activities
 - 2.5 Outputs to be produced
 - 2.6 Achievement indicators
 - 2.7 Institutional arrangements
 - 2.8 Implementation of the activity: phasing, implementation strategy, Strategy Framework, Logical Framework Analysis, Workplan, Time table, distribution of tasks.
 3. Annotated contents of outputs
- Approximate size of the document: 20 pages.

Technical specifications will be prepared for all project activities, except for the Participatory programme, to be prepared as presented in point 4) below. Technical Specifications for Data Management and for the Integrated Project Report will differ from others, due to their integrating character. Some elements from them will be used as mandatory inputs into other Specifications. The general contents of a Technical Specification are presented in Box 4.5.

The procedure for the preparation of Technical Specifications is as follows:

- i) the draft version is prepared by the relevant MAP Team Leader;
- ii) the draft version is discussed with the National Team Leader and potential members of the national team (a mission of the MAP Team Leader; the mission includes joint field work and data collection and evaluation);
- iii) the agreed version has to be approved by the MAP Project Co-ordinator and by the National Project Co-ordinator; and
- iv) the agreed version is discussed in detail with the national team during a second mission of the MAP Team Leader.

The approved Technical Specification is used as the basic activity document and makes part of Terms of Reference for individual contracts.

According to the relevant Technical Specification the MAP Team Leader formulates draft Terms of Reference for individual consultants to be involved in the implementation of the project, in consultation with the MAP Project Co-ordinator. Draft Contracts are prepared by the responsible RAC.

Box 4.6:

Terms of Reference for individual consultants

Note: Format of the contracts is the standard MAP format.

Terms of Reference are an integral part of the contract.

Technical Specification for the respective activity is an integral part of all Terms of Reference / contracts to be concluded within the activity .

Contents of Terms of Reference:

1. Background information (*);
2. Implementation of the activity (*);
3. Thematic segment entrusted to the consultant, the relevant institutional arrangements, role of the consultant, co-ordination, reporting;
4. Tasks to be implemented by the consultant: activities to be performed, outputs to be produced, explicitly and in detail;
5. Workplan and Time table: a) of the activity, b) of the consultant's tasks / alt.: distribution of Remuneration; and
6. Reference documents.

(*) Reference to be made to respective chapters on Technical Specification, not a new text.

Approximate size of Terms of Reference: 5-10 pages, including tables.

Draft Contracts and Terms of Reference are discussed with the National Team Leader and the National Project Co-ordinator, and once agreed, sent to individual consultants for signature. Financial aspects of the contracts and the relevant administrative procedures are obligation of the responsible RAC. Financial procedures and formats envisaged by contracts are those of UNEP/MAP. In principle, payments of instalments are to be linked with delivery of relevant outputs.

Contents of Terms of Reference for consultants are presented in Box 4.6.

The Participatory Programme, defined in Chapter 3, section 7, has to be presented to the National Project Advisory Board and approved.

The initial Programme activities are related to the presentation of the project on the basis of the Project Agreement and of Terms of Reference for the project. Alternatively, the Participatory Programme might start earlier, immediately after the preparation of the Diagnostic Analysis and definition of the project structure. Some nominations and prerequisites, in that case, should be anticipated.

Presentations making part of the Participatory Programme are targeted at: (i) the general public, (ii) the scientific community, (iii) media, and (iv) selected interest groups.

The implementation of the Participatory Programme has to be closely connected with the work of the National Project Advisory Board. The logistic support to the Programme has to be secured by the Administrator of the Participatory Programme, to be nominated by the National Lead Agency. MAP, according to the Agreement and Terms of Reference for the project, provides assistance by securing professional resource persons, and training, if envisaged by the Agreement.

Training on application of participatory tools and techniques, if envisaged, might be provided at the project level, and will be included in the implementation phase.

An indicative scheme of a Participatory Programme is presented in Annex II.

Data Management includes the following activities:

- i) preparation of a Technical Specification for Data Management;
- ii) completion of the Initial Database and its dissemination to Team Leaders;
- iii) guidance on data management procedure within individual activities; and
- iv) preparation of the set of sustainability indicators.

Technical Specification for data management differs from other specifications due to the fact that it has to deal with: project data management, data management within individual activities, and with the Integrated Project Database to be prepared in the final phase of project implementation. The procedure for the preparation of Technical Specification for this activity is the same as defined in point 2) above. In addition, provisions related to data collection and management in individual activities, and the relevant approaches and guidance, have to be envisaged, and communication with other Team Leaders and feedback to be defined.

The initial database has to be prepared, on the basis of data collected previously and those presented within the Diagnostic Analysis. Standard statistical data and maps available, remote sensing images and digitised thematic maps, if available, have to be collected and systematised. The initial database has to be distributed to all MAP National Team Leaders, avoiding thus individual collection of basic data, resulting in confusion and duplication of efforts.

The responsible officer for the preparation of Initial Database is the relevant National Team Leader, assisted and guided, if necessary, by the MAP Team Leader. PAP/RAC is responsible for the distribution of the Initial Database. During the project implementation phase, the MAP Data Management Team Leader and the respective National Team Leader will assist and guide the Team Leaders of other activities on approach to the collection and management of the data specific for the individual action.

Preparation of the set of sustainability indicators is organised under the responsibility of the BP/RAC, securing the relevant responsible MAP specialist, providing instructions, format and guidance. The set of sustainability indicators is prepared in parallel with the preparation of the Initial Database. Basic information on data management and the list of general data and information needed by all activities are presented in Annex IV.

The need for supply of equipment, if any, has to be identified already within the Terms of Reference for the project, and elaborated in more detail in the Inception Report. The detailed Technical Specification of the equipment to be purchased, and identification of end users have to be defined by the relevant Technical Specification.

RACs involved and responsible for purchase, delivery and installation of equipment, according to the specification, collect 3 offers and elaborate the proposal for purchase. Each proposal has to be presented to the responsible national Team Leader for consultation, and approved by MED Unit. Finally, the equipment is purchased.

The RAC involved and the responsible national Team Leader supervise the delivery and installation of equipment and organise training for local users, if needed, and as envisaged. The equipment delivered is UNEP property, until decided otherwise by UNEP.

The end user presents the statement of receipt of equipment upon its installation, and submits regular reports on its use, as envisaged within the host country obligations related to monitoring, evaluation and reporting in the post implementation stage.

The reporting procedure includes the following: (i) the MAP Team Leaders report regularly to the MAP Project Co-ordinator on the progress achieved within this phase; (ii) the MAP Project Co-ordinator reports regularly on the progress at the project level, and at the end of the initial implementation phase; (iii) the MED Unit evaluates the reports presented, providing guidance and instructions for further implementation of the project.

4.4.2. Implementation phase

This phase includes the following specific actions:

- implementation of individual activities;
- implementation of activities at the project level;
- co-ordination and integration; and
- monitoring of implementation, evaluation and reporting.

The process respects, in general lines, the basic elements presented in Chapter 3, and in particular sections 6-9, 11-14, and Figures 3.2., 3.3 and 3.4. In principle, all individual activities follow a similar implementation procedure, while those at the project level are specific due to their integrative function and specific flows of outputs and inputs.

For the on-site implementation of each individual activity the respective National Team Leader is responsible, while the MAP Team Leaders provide guidance and assistance, implementing the monitoring function, and are responsible for off-site activities, if any.

Individual project activities are implemented by national teams, headed by respective National Team Leaders, following the institutional arrangements presented in Figure 3.6.

The role of MAP consists of:

- provision of information, technical documents, methodologies and tools;
- training, including on-the-job training;
- joint field and office work;
- provision of consultancy when analysing problems, formulating strategies and solutions;
- revision of interim outputs / draft documents; and
- clearance of final outputs and documents.

This role is secured by regular communication, by implementing missions to the project area or missions of national participants to the responsible RAC or elsewhere, if needed and/or defined by the relevant Technical Specification. The role of MAP is also related to the integrative function at the project and activity levels:

- providing for flows of information among individual activities;
- securing inputs from individual activities to the project level and *vice versa*; and

- providing for corrective actions in case of inconsistency or conflicting strategies identified within activities or between those activities and the project level.

The standard implementation procedure implies phasing of individual activities or their division into components, depending on the nature of the activity and outputs envisaged. During the implementation period, draft or interim outputs have to be prepared, revised by the MAP Team Leader in consultancy with the MAP Project Co-ordinator and used as inputs for the next action/phase.

The critical point during the implementation phase of each individual activity is the definition of strategy(ies) to be applied when solving the problems in the project area and formulation of relevant solutions to be proposed. Accordingly, in all cases, alternative strategies have to be identified and analysed, the most appropriate strategy(ies) and solution(s) formulated and justified. The procedure will be carried on applying the strategy selection criteria, presented in Annex III. Elaboration of alternative solutions, selection of the most appropriate one, and the relevant justification are a mandatory part of the implementation phase.

Activities at the project level usually include:

Data management:

- Systemic Sustainability Analysis; and
- the Participatory Programme.

The implementation procedure for Data Management differs from one activity to another, in accordance with their specific characters and roles. The relevant activities in this phase aim at the establishment of the Project Database, and of the Project GIS, incorporating available digitised information, identifying needs within individual activities, and preparing needed thematic layers. In addition, the Project Database is gradually enlarged by systematising and incorporating information and data collected or produced within individual activities, using interim results and draft documents produced within individual project activities. The institutional arrangements will depend on the national and local conditions, and on capabilities and technical prerequisites needed and available. In principle, the Data Management National Team Leader will be responsible for the implementation, and the respective MAP Team Leader will provide for guidance and training if needed, and secure timely inputs from individual activities.

Systemic Sustainability Analysis will be prepared on the basis of description and assessment of the system by main sustainability indicators and other inputs collected during the previous stage. If applicable, the analysis will be made by the respective national team under the guidance and with the assistance of the BP/RAC and of the respective MAP Team Leader. In specific cases specific arrangements will be applied. The produced Systemic Sustainability Analysis will be distributed to the MAP Team Leaders and the National Team Leaders of all individual activities and of activities at the project level, to be used as reference, and as a corrective element for and input into final activity documents and the Final Integrated Project Document.

The co-ordinating function during the implementation phase has to be combined with the integrative one. Both functions are implemented at three levels:

- within a single individual activity;
- among individual activities; and

- at the project level.

The co-ordinative and integrative functions are implemented under the responsibility of the MAP Project Co-ordinator, jointly with the National Project Co-ordinator or Administrator, with the assistance of MAP Team Leaders and the National Team Leaders.

Co-ordination and integration at the level of a single individual activity are oriented at providing guidance and assistance during implementation, and in particular related to:

- analysing formulation of strategies and of the resulting proposed alternative solutions;
- screening alternative solutions;
- identifying the first best alternative;
- evaluating the relevant justification; and
- providing feedback flows and inputs to other activities and to the project level.

The process is implemented by applying the strategy evaluation criteria, and the Strategy Selection Criteria, presented in Annex III. The monitoring function, as presented later on, is implemented in parallel.

Co-ordination and integration among individual activities are oriented at:

- identification of information or activity gaps and overlaps;
- identification of inconsistency/conflicts among solutions elaborated within activities; and
- provision of feedback flows and inputs/outputs when revising or mitigating the conflicting solutions.

Co-ordination and integration at the project level are oriented at:

- provision of inputs for the preparation of the Final Integrated Project Document;
- co-ordination and harmonisation of actions of the MAP Project Co-ordinator and the National Project Co-ordinator; and
- co-ordination and harmonisation of actions of the RACs involved in the project.

The implementation of the above activities is presented in Figures 3.5. and 3.6.

The functions of monitoring, evaluation and reporting are closely interrelated with the co-ordinating and integrative functions presented above, and are implemented in accordance with Chapter 3, section 14. The basic elements to be monitored are:

- actions implemented (workplan);
- outputs produced (interim, draft, final – following Technical Specifications);
- quality of implementation/outputs;
- respecting of time table;
- financial expenditures, at the project level only, whether incurred according to budget approved;
- problems identified, causes and consequences; and
- corrective actions implemented/needed to solve the identified problems.

On the basis of the monitoring results, progress evaluation of the implementation phase has to be made with reference to:

- performance;

- integration; and
- sustainability of the expected results.

The results of monitoring and evaluation are to be presented within the reporting process. The following reports have to be presented:

- at the project level:
 - ad hoc reports, if requested, to be prepared by the MAP Project Co-ordinator;
 - Half-Yearly Progress Reports, to be prepared by the MAP Project Co-ordinator; and
 - Final Activity Reports, to be prepared by the respective MAP Team Leaders; and
- at the level of individual project activities:
 - ad hoc reports, if requested;
 - Half-Yearly Progress Reports; and
 - draft Final Activity Reports, and Final Activity Reports;

all to be prepared by the respective MAP Team Leader with the participation of the National Team Leader. Reports at the project level and the Final Activity Reports are submitted to: MAP, all RACs involved, the National Lead Agency, and to the National Project Co-ordinator. Interim activity reports are submitted to: the MAP Project Co-ordinator, the National Project Co-ordinator, and the RAC involved.

The completion of the implementation phase presupposes the full and final implementation of all activities and clearance by MAP. In practice, the next (Integration) phase will start earlier, once a certain number of major interim outputs have been completed, even in their draft forms. Nevertheless, each individual project activity will be officially closed once the respective Final Activity Report is cleared by the MAP Project Co-ordinator. Therefore, the formal completion of this phase presupposes clearance of all individual Final Activity Reports, which might happen well within the Integration phase. The relevant Progress Report(s) will have to evaluate the degree of completion of this phase, and indicate corrective actions undertaken/proposed.

4.4.3. Integration of Project results

This, the final phase of the project, includes the following:

- preparation of the Final Integrated Project Document;
- preparation of the Project Database and Project GIS;
- preparation of the Proposals for Follow up and of the Urgent Investment Portfolio;
- presentation of project results; and
- final reporting.

The preparation of the Final Integrated Project Document has to be based on the integration principles and procedures presented in Chapter 3, section 2, in Box 3.1, and Figure 3.1. The procedure includes the following:

- analysis of the results of all individual project activities and of the feedback from the Participatory Programme, checking comprehensiveness of: inputs and issues dealt within the project area, with regard to causes of identified problems, their impacts and consequences;

- screening solutions: those to remain at the activity level and those to be integrated;
- evaluating solutions to be integrated: from an overall prospective; at the level of individual solutions (sectoral); and of aggregated (multi-sectoral) solutions; and
- checking consistency of solutions, by:
 - i) identifying:
 - interrelations among individual solutions;
 - conflicts, if any; undertaking actions for their resolving or mitigation;
 - one solution being prerequisite for other(s);
 - logical sequence of solutions; and
 - elements of horizontal and vertical integration; and
 - ii) considering the aspects related to:
 - environment/development/sustainability;
 - space;
 - management;
 - time frame;
 - obstacles;
 - conflicts; and
 - benefits;
- formulating the Final Integrated Project Document and the relevant justification at the project level; and
- finalising the document.

The framework contents of the Final Integrated Project Document are presented in Box 4.7.

The MAP Project Co-ordinator is responsible for the preparation of the Final Integrated Project Document, to be prepared by a small team of qualified experts having participated in the project, under guidance of the MAP Project Co-ordinator and of the National Project Co-ordinator.

The Final Integrated Project Document, in its draft version, will be submitted to MED Unit, to all RACs involved, and to the National Lead Agency for revision and amendments. The final version of the document will be used as input for presentation and formulation of follow-up activities.

Project Database and Project GIS will be prepared and presented as appropriate, in accordance with the character of these outputs in digitised and hard copy forms. In its final phase of preparation this output will have to include integrated maps, presenting spatial and other aspects relevant for the Final Integrated Project Document. Due to its highly integrating character, the preparation of these outputs will be made in close co-operation with the team preparing the Final Integrated Project Document.

Box 4.7:

Contents of the Final Integrated Project Document

The following is recommended as framework contents of the document:

- Preface; and
- Executive Summary.

Part I. Integrated Project results

1. Background: Basic information about the project: problems; project area; Agreement; start of the project; completion of the project; and presentation.
2. MAP CAMP: goals and immediate objectives of the Programme.
3. The Project:
 - major problems and issues;
 - objectives of the project: long term, immediate;
 - project structure, contents and activities; and
 - institutional arrangements.
4. Innovative elements of the Project: methodologies, tools, procedures and their applicability in local and national conditions.
5. Results of individual Project activities: concise presentation of each activity, presentation of major results:
 - those to remain at the activity level; and
 - those to be integrated at the project level.
6. Integration: analysis of and comments on individual results: evaluation, justification.
7. Integrated Project results, maps.
8. Synthesising Tables.

Annexes to Part I.:

- List of individual project outputs;
- List of national and MAP responsible officers involved in the project; and
- List of consultants involved in the project.

Part II. Follow-up proposals: see Box 4.8.

Part III. Urgent Investment Portfolio: see Box 4.8.

Follow-up Proposals and Urgent Investment Portfolio make part of the Final Integrated Project Document, but due to their specific purpose have to be prepared and presented in a format allowing their separate use. The formulation of the Follow-up Proposals presupposes disaggregation of integrated project solutions and their structuring into a set of individual proposed actions. Accordingly, the following considerations will have to be taken into account, when elaborating the Follow-up Proposals:

- levels:
 - local;
 - project area related;
 - national;
 - MAP;
 - higher;
- implementability:
 - actions immediately implementable or requiring a low intensity preparatory phase; and
 - actions needing a medium or high intensity preparatory phase;
- type of actions proposed:
 - individual structural actions (investments);

- planning: formulation of local/national action plans or remedial programmes;
- application of tools, methodologies, procedures;
- upgrading of the existing institutional arrangements; and
- upgrading/strengthening of the legal framework; and
- responsibility and role of actors:
 - host country: the local and national authorities, the scientific community, NGOs etc.;
 - regional: MAP, the Mediterranean Commission for Sustainable Development; and
 - other participating actors.

Box 4.8:

Follow-up Proposals and Urgent Investment Portfolio

The following contents of the two documents are recommended:

I. Follow-up Proposals:

1. Introduction, background.
2. Basic information on the project:
 - the project area, map;
 - basic problems, causes, impacts, consequences, the local and wider context; and
 - the project structure.
3. Main project results, summary and Synthesising Table.
4. Defining strategy for follow up:
 - single solutions, single actions proposed;
 - integrated solutions, integrated actions proposed;
 - strategy alternatives, evaluation of each identified alternative;
 - screening, applying strategy selection criteria;
 - presentation of the first best strategy; and
 - justification:
 - of the strategy as a whole; and
 - of major actions as parts of the strategy.
5. Proposal for follow up: preparatory actions, decisions to be made, planning of follow-up activities, Action Plan or Action Programme, levels, phasing, and framework time table for implementation.

II. Urgent Investment Portfolio:

Points 1.-3.: the same text as above, when the Urgent Investment Portfolio is presented separately from the Follow-up Proposals.

4. Urgent investments proposed by the project:
 - single investments, not interrelated with other ones; and
 - complex investments, needing harmonisation and programming.
5. Investment Strategy:
 - possible strategy alternatives; and
 - first best alternative (according to point 4) of the Follow-up Proposal).
6. Priority investments according to the selected strategy: sequence, phasing, general time table.
7. Follow-up activities, related to priority investments proposed.
8. Description of each individual investment proposed: title, short description, problems to be solved by investment, the present level of implementability, preparatory actions needed, estimated costs, time table, and other relevant facts, as appropriate and available.

The objective of the Urgent Investment Portfolio is to allow immediate actions/contacts/application for support, financing or funding of individual proposals. The Urgent Investment Portfolio will be prepared on the basis of the Follow-up Proposals and using information presented within the relevant individual project activities. The document will include formulation of plans/programmes, investment programmes, projects immediately implementable and those needing a reasonable period of preparation. Each proposal must be formulated in such a way as to be presentable and usable as a separate document.

Contents of the Follow-up Proposals and of the Urgent Investment Portfolio are outlined in Box 4.8.

The presentation of project results includes:

- the Presentation Conference;
- presentation at high governmental level;
- presentation to target groups within the Participatory Programme;
- presentation at MAP level: the MED Unit and RAC Directors, and the Mediterranean Commission for Sustainable Development; and
- dissemination of Project documents.

The Presentation Conference should be organised in the project area with the participation of representatives of responsible authorities at the national and other levels involved, of target groups, and of high level representatives of MAP. The Conference documents should include: (i) Synthesis Report, prepared by the National Lead Agency, (ii) Synthesis of the results of the individual project activities, (iii) Final Integrated Project Document, and (iv) Follow-up Proposals and Urgent Investment Portfolio. Details related to the Presentation Conference are presented in Box 4.9.

Box 4.9:
Presentation Conference

1. The Conference should be held in the project area.
2. Attendance to be secured of: high level government representatives, high level local authorities, the National Lead Agency, the National Project Co-ordinator, national and local level NGOs, the scientific community, major stakeholders/private industries interested or involved.
3. Documents to be presented:
 - an Introductory paper, to be prepared by the National Lead Agency;
 - Project Synthesis Report (to be prepared by MAP);
 - Final Integrated Project Document, Follow-up Proposals, Urgent Investment Portfolio, Project Database, maps (to be prepared by MAP); and
 - Summary results of individual activities (to be prepared by the National Team Leaders).
4. Conference Agenda:
 - Opening of the Conference;
 - Introductory presentation (by the representatives of the National Lead Agency);
 - Synthesis of the project results (to be presented by MAP);
 - Presentation of individual project activities (by the National Team Leaders);
 - Round Table (optional);
 - Conclusions and recommendations; and
 - Closure.
5. Conference Report (to be prepared by MAP in consultation with the National Lead Agency)

The National Lead Agency is the institution responsible for the organisation of the Conference. The MAP role is to provide resource persons and: the Synthesis of results of individual activities; the Final Integrated Project Document; the Follow-up Proposals; and the Urgent Investment Portfolio. The Conference Report has to be prepared by the National Lead Agency with the assistance of MAP, if needed.

In addition, a presentation at a high governmental level has to be organised by MAP and the National Lead Agency, with the participation of high level representatives of the national authorities involved in the project or interested in the project results. The meeting agenda and documents to be presented will be defined on a case-by-case basis. It might be assumed that a Report by the National Project Lead Agency might be presented and a synthesised presentation made by MAP. The meeting should be organised after the Presentation Conference.

Presentation to target groups should be organised within the Participatory Programme, if envisaged by the Project Agreement.

The presentation at the MAP level will be organised first at the level of the Meeting of MED Unit and RAC Directors, and further on as decided by that meeting (the Mediterranean Commission for Sustainable Development, the MAP Bureau, and the next Ordinary Meeting of the Contracting Parties). This presentation will have to emphasise those results recommended to be applied: (i) at the Programme level, (ii) at the MAP level, (iii) within the activities of the Mediterranean Commission for Sustainable Development, and (iv) in other areas or regions, if applicable. The document to be presented has to be prepared by PAP/RAC.

Should the Presentation Conference or the Meeting at high governmental level justify the need for amendments of project documents, this will be done by PAP/RAC in consultation with the MED Unit. The printing and dissemination of project documents will be organised by PAP/RAC. Translation of project documents into the national language, if any, will in principle be implemented by the National Lead Agency, and funded by the host country.

The official closure of the project will be declared after the Presentation Conference and the meeting at a high ministerial level, while PAP/RAC and the MED Unit will supervise and guide the implementation of post project activities, as presented in the subsequent Chapter. After the closure of the project, PAP/RAC will prepare and present the Final Project Report and the Project Self Evaluation Facts Sheet.

4.5. The need for a flexible and creative approach

Should for any reason the structure of the project substantially differ from the project structure presented in Chapter 3, the formulation and implementation procedure will have to be adapted to the structure of the project. Furthermore, since each project differs from others in various elements and in more or less significant details, the procedure to be implemented at the project level requires a creative approach, resulting with practical adaptations of the process. However, in all cases the procedure recommended above should serve as the basis, and the recommended steps should be used as a framework.

The same refers to individual activities implemented by various RACs, since in some cases the implementation of the activity might have to follow certain RAC's specific procedures and/or practices. Again, in such cases adaptations of the recommended procedure will have to be made, applying a flexible and creative approach.

5. POST PROJECT ACTIVITIES

In order to secure the implementation of solutions proposed by the project and of the follow-up proposals, immediate and mid-term activities are envisaged after the completion of the project. Their objectives and the recommended procedure are presented below.

5.1. Activities to be implemented after the completion of the project

The activities to be implemented after the official closure of the project are related to:

- a) formulation and implementation of a Follow-up programme of activities at national/local levels;
- b) monitoring the use of project results;
- c) evaluation of monitoring results;
- d) reporting on a)-c); and
- e) the use of project results at the Programme level and at the MAP level.

The formulation of the Follow-up programme of activities, monitoring, evaluation and reporting have to be implemented by the National Lead Agency, as part of the obligations defined by the Project Agreement. The formulation of proposals for the application of project results at the MAP level is the responsibility of PAP/RAC, in consultation with other RACs involved in the project. The time frame for the implementation of the mentioned post project activities is defined by the Project Agreement, and in general should not be shorter than a two- year period.

5.2. Follow-up activities

The Final Integrated Project Document, and in particular its Follow-up Proposals, define solutions to be applied and activities/programmes to be implemented after the completion of the project. In addition, the conclusions and recommendations of the Presentation Conference and of the Meeting at high governmental level will also have impacts on the use of project results. Consequently, national and local authorities are expected to secure preconditions for the formulation of the post project follow-up programme and for a gradual use of project results. As presented earlier, this is related to various types of results (individual, multi-sectoral, investment projects, tools and methodologies), and at various levels. Each individual result requires a specific approach.

It is realistic to expect that for complex integrated proposals a National and/or Local Plan of Action, or a Remedial Programme of a medium-term or even of a long-term character, will have to be formulated. Proposals for investment projects will have to be included in national or local development plans, or otherwise be officially defined as priority.

Solutions proposed by the project will be of an integrated character, under the jurisdiction of various national or local authorities. This fact indicates the need for a co-ordinating and harmonising function, to be performed by the National Lead Agency.

As defined by the project, the National Lead Agency will be responsible for the implementation of follow-up initiatives and for the relevant monitoring, evaluation and reporting functions.

The MAP role in the follow-up activities at the national level might be related to:

- a) monitoring and reporting to the Contracting Parties; and
- b) provision of assistance and co-operation in formulating:
 - relevant National/Local Action Plans, and/or Remedial Programmes; and
 - applications for international funding or for international support for individual actions/programmes/projects; and
- c) assistance and co-operation when applying recommendations toward sustainability.

A more active MAP involvement implies specific actions to be implemented in accordance with the needs of and request from the host country authorities. In such a case these actions should be envisaged either by the Project Agreement or approved, later on, as a specific MAP post project activity.

5.3. Post project monitoring and evaluation

Monitoring of post project activities is related to identifying and registering:

- the progress achieved;
- actions in preparation, on-going and implemented;
- project results applied; and
- other benefits of the project.

The process has to be implemented at the project area level and the national level, in some cases also at intermediate levels, likely to benefit from project results.

In post-project monitoring, the following aspects have to be taken into consideration:

- activities implemented, their results and outputs, direct benefits, financial aspects, problems encountered, corrective actions undertaken;
- activities in preparation and/or on-going: present state, problems, actions undertaken or needed for solving them, prospective for implementing the activities in preparation;
- methodologies, tools, procedures applied by the project in the national/project area;
- problems met, corrective actions, expected results;
- planning initiatives and relevant activities undertaken or in preparation;
- institutional, legal and management related initiatives according to the proposals presented by the project;
- catalytic effect of the project in the project area or at the national level; and
- identification of direct, and of indirect benefits and beneficiaries of the project.

The evaluation procedure is based on the results of the monitoring process, according to the elements listed above, and taking into consideration the following:

- a) evaluation of the achievements according to the project achievement indicators as defined by the Project Agreement; and
- b) evaluation of the following, if not mentioned otherwise in the Project Agreement:
 - contribution to improved sustainability within the project area (with indicators, if possible), and evaluating the significance of improved sustainability;
 - direct and indirect benefits of the project and their significance;
 - prospects of progress of the follow-up activities in preparation and on-going;
 - nature and significance of general problems met, and of those related to individual follow-up activities, impacts of these problems on the use of project results; and
 - lessons learned.

The implementation of monitoring and evaluation is the responsibility of the National Lead Agency. The role of MAP is to provide assistance to the National Lead Agency when establishing the monitoring process and evaluating monitoring results, if so requested.

5.4. Reporting

The results of the monitoring and evaluation process, as described above, have to be reported within 2 years of the post project stage by submission of Half-Yearly Post Project Reports. Each Progress Report should include all elements presented in the section 5.3 above. At the end of the reporting period, the Final Post Project Report will be prepared, summarising the results achieved and benefits identified, indicating the problems and lessons learned, and proposing further activities, as appropriate and needed. The Reports will be prepared by the National Lead Agency and presented to PAP/RAC and to the respective NFP for MAP.

On the basis of received reports, PAP/RAC will:

- include the findings of the Report in the Programme Progress Report, addressed to MAP and UNEP; and
- undertake initiatives aimed at incitement or strengthening the use of project results, at the project area, the national, or MAP levels.

5.5. Use of results at the MAP level

This function includes:

- formulation of proposals for the use of project results at the MAP level;
- evaluation of proposals; and
- use of project results, as appropriate.

Formulation of proposals has to be implemented by PAP/RAC. The relevant procedure consists of the identification at the end of the project of the:

- results and experiences of the project, applicable at the MAP level (policies, strategies, procedures, methodologies);

- lessons learned, to be taken into account at the Programme level (related to the formulation and implementation of projects, follow up, use of project activities, integration procedure, participation, etc.); and
- results and experiences to be recommended as pilot ones for solving similar problems in the region.

At half yearly intervals, on the basis of Progress Reports presented by the National Lead Agency, PAP Progress Reports will be prepared by extrapolating and summarising facts and results relevant for MAP and for the Mediterranean Commission for Sustainable Development. PAP/RAC will submit these reports to MAP and UNEP.

Evaluation of proposals and application and use of the results, presented as above, is within the mandate of MED Unit and of the Mediterranean Commission for Sustainable Development.

6. FINANCIAL PROCEDURES

Respecting MAP/UNEP regulations and using standard formats, and according to the arrangements defined by the Project Agreement, the following financial procedures will be applied:

- the MED Unit function is related to the timely disbursement of funds, and to the general supervision and control of all financial procedures and expenditures incurred, in accordance with the relevant decision of the Contracting Parties and with the Project Agreement;
- PAP/RAC as the Centre responsible for the implementation of the Programme and of its individual Projects, will regularly inform the MED Unit on aspects related to funding or expenditure problems, if any; and
- all RACs involved in the project, implementing individual project activities, as envisaged by the Project Agreement and the Inception Report, will sign respective Memorandums of Understanding with the MED Unit, related to funding, expenditures and reporting on them.

The basic financial procedure related to the implementation of the project and of its individual activities will use the standard MAP/UNEP budget structure, and standard formats of Financial Statements of Accounts and of Cash Advance Requirements. However, different arrangements and procedures might be used by MED Unit or agreed between the MED Unit and RACs to be applied in specific cases, to be always applied in conformity with general UNEP regulations.

The host country contributes “in kind” and cash to the implementation of the project, as envisaged by the Project Agreement. This contribution is regularly reported by the National Project Co-ordinator, verified by PAP/RAC and reported to MED Unit as part of the regular reporting process.

Other agencies and institutions participating in, or contributing to the project, will define the relevant financial procedures to be applied within their involvement. Details important for the project as a whole will be defined in the relevant Memorandum of Understanding.

ANNEX I: BASIC INFORMATION ON MAP COASTAL AREA MANAGEMENT PROGRAMME

Integrated planning of the development and management of the resources of the Mediterranean Basin has been established as one of the MAP components already within the MAP 1975 Document (UNEP-MAP, 1992). This document states, *inter alia*: "...Integrated Planning and Management raised delicate and vital problems having regard to inequality in economic and social levels prevailing between the various coastal states ... countries being ready to make joint studies of proposals aimed at reconciling the demands of development with the need to protect and enhance the Mediterranean environment, with a view of optimal use of resources". Consequently, at the 1978 MAP Meeting of the Blue Plan, held in Split, the MAP Integrated Planning and Management component was organised and the Terms of Reference for and objectives of the Blue Plan and of the Priority Actions Programme defined, endorsing the former with long-term environment/ development related issues and prospective, and the latter with an Integrated Planning and Management programme, oriented at immediate and mid-term priority actions.

Accordingly, PAP/RAC from 1983 started to implement its programme. Among the set of individual priority actions of PAP, the one related to integrated planning and management of coastal zones gradually became the umbrella action, merging and integrating the results of other actions as sectoral inputs, using also the results of other relevant MAP programmes.

In 1988, PAP/RAC started the implementation of 4 Pilot Integrated Planning and Management projects in selected coastal areas, using and applying the hitherto achieved experience and results. Positive initial results of these projects induced a growing interest of a number of Contracting Parties, but called also for a more comprehensive MAP approach.

In the meantime, three strategic documents greatly contributed to further orientation of MAP towards integrated coastal management: the Genoa 1985 Declaration (UNEP, 1988), the document of the Executive Director of UNEP on "Refocusing of MAP on Environmentally Sound Integrated Planning and Management of the Mediterranean Basin" (UNEP-MAP, 1989), and the Nicosia Charter (CEC, 1990).

The Genoa Declaration adopted 10 priority targets for the 1985-95 period, including reduction of pollution of the Mediterranean Sea, several sectoral coastal management related targets, protection of biodiversity, rehabilitation of historic settlements, and application of EIA.

The document of the Executive Director of UNEP on the refocusing of MAP recommended: a) a stronger involvement of MAP related to integration of environment and resource management policies dealing with coastal development, b) environment and resource management concerns to be integrated into the development decision-making process, and c) appropriate management mechanisms to be developed and applied.

Finally, the Nicosia Charter invited the Mediterranean coastal states, *inter alia*, to: "... carry out a set of practical priority actions: integrated management of coastal

zones ... elaborate and adopt a set of management strategies as an integral part of socio-economic development ... implement EIA ... implement technical assistance ...”.

The proposals of the Executive Director were adopted at the Fifth Ordinary Meeting of the Contracting Parties (Athens, 1989). Consequently, and taking also into account the interest of a number of Contracting Parties, expressed for the pilot coastal management projects implemented by PAP/RAC in the 1987-89 period, the MAP Coastal Area Management Programme has been established.

The basic objectives of the Programme were related to the establishment of co-operation and to the implementation of projects oriented at sustainable development of selected coastal and marine areas, integrating environment and development related issues and applying tools and methodologies hitherto developed, adapted and applied by MAP and its individual Centres.

The initial thematic framework of the CAMP included: implementation of MAP legal instruments; individual resource management; management of sectoral activities and their impacts on environment and development; mitigation of natural hazards (seismic risk, climate change); training on, and application of the methodology, tools and techniques of Integrated Coastal and Marine Areas Management (ICAM); prospective studies; integrated management plans and final integration of project results.

The first cycle of the Programme was implemented in the 1989-93 period, including the Kastela bay (Croatia), the Izmir bay (Turkey), the Island of Rhodes (Greece), and the Syrian Coast projects. The results obtained during the implementation of this cycle led, *inter alia*, to requests for new projects by a number of Mediterranean countries.

The second cycle of the Programme encompassed the Albanian coast (1993-95), the II Phase of the Rhodes project (1994-96), the Sfax (Tunisia) project (1995-98), the Fuka (Egypt) project (1995-99), and the on-going Israeli project. The improved institutional arrangements, and a stronger integration of interlinked issues and of results achieved within various individual project activities, were some of the characteristics of this second cycle.

Another milestone was the revision in 1995 of the Barcelona Convention, its new geographic context including the protection and sustainable development of coastal areas and watersheds. The same applies for the adoption of the MAP Phase II and the Priority Fields of Action for the period 1996-2005, by the Ninth Ordinary Conference of the Contracting Parties. In addition, the Mediterranean Commission for Sustainable Development has been established and initiated its activities. The MAP 1995 documents reaffirmed the benefits from and needs for further implementation of the CAMP. Accordingly, it has been decided to start the preparation, and gradually the implementation of the third CAMP cycle, approving the implementation of projects for Israel, Malta, Algeria, Morocco, Lebanon and Slovenia.

During the 1996-97 period, an evaluation of coastal management initiatives in the Mediterranean region was performed jointly by WB METAP and PAP/RAC (METAP/PAP, 1998), including, among other projects, the Rhodes, Izmir and Albanian MAP CAMP projects. This evaluation provided valuable suggestions for improvements of the implementation procedure of future coastal management projects in the region.

At the same time, the need has been realised by MAP to capitalise the results and experience achieved when formulating and implementing the projects in the third cycle of the Programme, benefiting from the best relevant experience of MAP and of other institutions. Therefore, at the Sixteenth Meeting of MED Unit and RAC Directors held in 1998 in Cairo (UNEP-MAP 1998), the basic guidelines and instructions to be followed by future CAMP projects were adopted, and decided a Manual on the subject should be prepared.

ANNEX II: THE PROJECT PARTICIPATORY PROGRAMME

The participatory approach is considered as an indispensable element and a democratic corrective for all activities related to sustainable development and ICAM. Participation secures “bottom-up” initiatives and inputs, compensating thus the prevalingly “top-down” character of ICAM and of many development/ environment related initiatives; in other words, it secures stakeholders' influence and sharing control over coastal management or remedial initiatives and actions. Such an approach within CAMP projects has to be secured through the participatory programme as a “functional” individual activity. In principle, the programme should involve the general public, NGOs, interested private groups, the scientific community and media, either within a single programme or within a set of individual sub programmes.

The basic goals of the Participatory Programme aim to:

- secure and disseminate full and transparent information, provide education, and secure communication with major participants;
- stimulate generation of ideas and alternatives for mitigation of pollution/degradation causes, and formulation of remedial measures;
- provide participants' inputs related to major project issues;
- build partnership among the public, private stakeholders, NGOs, the scientific community;
- secure alternatives developed by the project to be evaluated by stakeholders and the general public;
- contribute to conflicts resolution/mitigation, and to attempts for reaching consensus; and
- contribute to community mobilisation towards the creation of a political will and reduction of resistance from potentially interested groups.

The main benefits of the participatory programme are:

- its contribution to the quality, effectiveness and sustainability of the project;
- the resulting strengthening of commitments by authorities and stakeholders involved; and
- raising awareness on the benefits of the project and creating support for its implementation and follow up.

The approach to the general public should be aimed in particular at its perception of problems and education. In addition, to the general public the expected project benefits should be presented, and in particular:

- health benefits;
- expected improvement of the quality of life; and
- economic and social benefits.

Such kind of presentation will contribute to the creation of a political pressure and influence the political will of responsible authorities. Most importantly, it will develop willingness of population to pay for an improved use of natural resources.

In a number of Mediterranean countries the right of public participation in major development/environment related projects is regulated by laws or by other regulatory instruments. Nevertheless, the practice and enforcement of these instruments, in many cases, leave a large space for improvements.

When designing a participation programme, a code of conduct for participants should be defined or presupposed, securing responsibility, fairness, competence and timely actions and feedback, also excluding “political” manipulations, lobbies and/or group interests.

A number of various forms of participation are available when defining the participation programme, such as: public hearings; public meetings; informal small group meetings; general public information meetings; meetings with, presentation to, and involvement of community organisations; informative or co-ordinative seminars; forums and round tables; communication through operating field officers, interviews; local field visits; public displays; press releases inviting comments; workshops; letter requests inviting comments; advisory public/scientific boards or committees; community interest advocates; public representatives, etc.

Each of the mentioned forms secures a different level of communication, related to:

- contact;
- understanding of problems; and
- two-way communication.

Furthermore, each form provides different appropriateness for:

- information and education;
- problem identification;
- problem solution; and
- feedback information, evaluation and conflict resolution.

The appropriateness of some selected participatory techniques is presented below.

Participatory techniques, their appropriateness for communication and related impacts

Techniques	Appropriateness for:	
	Communication	Impacts
a) Selected interest groups:		
Meetings with specific interest groups and other selected groups	2-way communication Specific interests/views expressed	Information, identification Ideas, feedback, conflict mitigation
b) Local authorities, organizations, scientific community:		
Presentations	2-way communication Specific interests	Information, support Ideas, feedback
Informative seminars	same as above	Information, education Feedback
Meetings with qualified groups, including broad interest groups	same as above	Ideas, feedback, conflict mitigation
Workshops	same as above	Education, feedback, support for implement.
c) General public:		
Public hearings	Contact	Information, identification Feedback
Brochures, pamphlets	Contact	Information, education, raising awareness, support
Mass media	Contact	same as above

Since a participatory programme is highly country, site and problem specific, the following are the major elements to be considered while preparing it within the context of CAMP projects:

- national institutional and legal aspects and implications;
- present role of the general public, NGOs, the scientific community and stakeholders in national, political and public life;
- tradition and local customs;
- identification of and respect for cultural, confessional or other site specific conditions;
- role of the media in the public life;
- marketing principles and methods to be applied as appropriate; and
- the programme to be consistent with the nature and scale of the project.

As mentioned earlier in Chapters 3 and 4, due to its specific national and local character, funds for the implementation of the participatory programme have to be provided as counterpart contribution.

General scheme of a Participatory Programme

Act. No.	Type of action(s)	Inputs
1.	Establishment of institutional arrangements: nomination of the National Project Advisory Board (PAB) and of the Programme Administrator	Nominations by National Project Lead Agency
2.	Meetings of Project Advisory Board: I. Meeting: adopting Programme, discussing proposed Project structure II. Meeting, discussing Draft Agreement and Project TOR III. Meeting: discussing draft results of individual project activities and Progress Report IV. Meeting: discussing draft Integrated Project Report V. Meeting: discussing results of the Presentation Conference and proposals for follow up	Programme Proposal Proposal of Project Structure Draft Agreement Project TOR Progress Report Draft Integrated Project Report Presentation Conference Report
3.	Presentation to general public, media and target groups After each PAB Meeting: Dissemination of appropriate documents Press releases Radio and TV information and interviews Public Conferences Meetings with target groups	Info documents, prepared by professionals
4.	Training on participatory techniques and tools If envisaged by the Project Agreement, training on application of participatory tools and techniques will be organized by MAP, providing professional resource persons, either within the Participatory Programme or as part of an individual activity	Training documents to be prepared by MAP
5.	Feedback to Project Coordination After each action implemented under 2. and 3. above feedback inputs will be presented to the MAP Project Coordinator and the National Project Coordinator	Reports and feedback inputs prepared by the Programme Administrator

It should be remembered that the participatory programme, as part of the project, is a mandatory prerequisite for the applicability of projects for international funding (see for example The World Bank, 1994). For illustration only, a possible scheme of a participatory programme within a CAMP project is presented below.

ANNEX III: STRATEGY SELECTION CRITERIA

In most cases, proposals within individual activities and at the project level will include large, probably mid-term, actions to be implemented. Such proposals will have to include consideration of alternative strategies. The most appropriate strategy will have to be defined applying evaluation/selection criteria. The procedure will be implemented applying standard selection criteria, as well as criteria specific for the country and the coastal/marine area under consideration. For the strategy evaluation procedure, the expert opinion method will be applied.

Four groups of selection criteria will have to be taken into consideration:

- a) basic evaluation criteria;
- b) risk criteria;
- c) other criteria; and
- d) final elimination criteria, selected among the first three groups.

Usually, as basic evaluation criteria, the following ones are applied:

- effects on the public health and on the state of the environment;
- estimate of implementation costs;
- “implementability” – meeting the needed financial, legal, administrative, capacity, etc. prerequisites;
- “win-win” effects (if multiple effects might be achieved by implementing the evaluated strategy);
- compatibility with local strategies of sustainable development and ICAM, compatibility with national development strategies;
- contribution to social equity and to the elimination of poverty;
- impacts on economic, social, cultural and other conditions; and
- others, as appropriate.

As risk criteria, the following ones should be taken into consideration:

- effects of the evaluated strategy on reduction or elimination of risks:
 - for the population health; and
 - for the environment.
- level of risk and scale of area under risk.

Other criteria to be taken into consideration are:

- political compatibility and public opinion;
- time needed to accomplish the effects and prove the benefits;
- possibility of controlling the implementation procedure; and
- others, as appropriate.

Final elimination criteria include those among the above which indicate the inappropriateness of the evaluated strategy, and, therefore, eliminate it from further consideration, due to:

- incompatibility with national development strategies;
- global negative effects on wider environment;
- possible unforeseen/unpredictable impacts in the future (application of the precautionary principle); and
- low “implementability”: absence of financial/technical/other indispensable prerequisites, preparatory activities not implemented, etc.

At the level of an individual activity, selected strategy(ies) and resulting solution(s) will request single sectoral or multi-sectoral actions, representing individual first best alternatives for solving or alleviating the identified problems.

At the project level, the most appropriate strategy(ies), defined as presented above, should consist of a comprehensive synthesis of all selected individual strategies. The most appropriate strategy at the project level should include the list of strategic actions needed, with the relevant time frame, a rough costs estimate and the basic legal, institutional and other prerequisites. Such project level strategy will be presented within the Final Integrated Project Document and, in a desegregated form, in the Follow-up Proposal and in the Urgent Investment Portfolio.

ANNEX IV: TOOLS AND TECHNIQUES RELEVANT FOR CAMP PROJECTS

1. Data management

One of the crucial questions to be addressed at the very beginning of the project is whether the available data and scientific knowledge provide a sufficient basis for its formulation and implementation.

The critical point is when, and if, the assessment process indicates that, prior to formulating the project, there is the need for more information and data, implying additional research or monitoring, additional funds and more time till its start. The hitherto experience indicates that with incomplete knowledge (on processes and impacts, on ecosystems affected and involved, on potential consequences of actions to be implemented by the project), the start of the project should be postponed until the completion of needed information is provided.

Technical definition of the project database and of the process of its establishment is country and project specific, and has to be done within the relevant Technical Specification. Initial activities related to the database have to be implemented from the very start of the initiation stage.

The general procedure, likely to be respected in all projects, might be as follows:

- a) first set of data and information, to be collected within the Diagnostic Analysis;
- b) sustainable development indicators to be elaborated within the initial implementation phase, on the basis of the standard MAP practice;
- c) initial database, prepared on the basis of a) to be presented for use within individual project activities;
- d) individual project activities to complete activity specific sets of data and information, with particular reference to spatial and sectoral aspects of the respective activity and of proposed solutions;
- e) individual sets of data and information are presented to project database activity for inclusion in the Final Project Database; and
- f) the Final Project Database is completed and presented.

For the establishment of the initial set of data and information within the Diagnostic Analysis, the following is usually needed:

- a) standard data, provided by regular statistical research methods, related to:
 - areas generating impacts and affected areas;
 - population;
 - health aspects;
 - social aspects, including the cultural ones;
 - land use, sea use, regulatory plans;
 - economic factors: the general economic situation and trends, trade balance, inflation, availability of funds for project implementation and follow up, possibility of external funding, employment/unemployment

- rates, economic viability of polluters and users, economic/financial, institutional and infrastructural conditions; and
- scientific and technological factors: sufficient knowledge on ecosystems and processes, identification of information gaps and their significance, accessibility to technologies;
- b) reliable data and information provided by pollution monitoring; status and dynamics of contamination/degradation; and
- c) data and knowledge on pollutants, their pathways after discharge, and impacts on population and environment.

In addition, if available, the following information might be useful:

- a) development prospective, environment/development interrelations;
- b) information on expected impacts from climate change on affected and impact generating areas;
- c) knowledge on wider (if any) pollution/degradation generating processes, impacts and ecosystems in both generating and affected areas;
- d) information on similar cases/causes/impacts and positive practice, if any; and
- e) political realities, perception of values, level of public awareness.

Geographic Information Systems (GIS) is a specialised form of data management, capable of handling geographically referenced data to be displayed as maps. GIS integrates environmental, economic, social and other spatial relevant data into a single system. GIS is an integrative tool, contributing thus to the integrated approach to remedial actions, when applied.

The basic functions of GIS are storage and retrieval of geographical information, also to be used as an analytical tool. Using appropriate software, spatial models might be developed, checking the values of various variables in relation with their spatial characteristics and other interrelating variables. GIS today is widely used for a large number of purposes, among others for land-use planning and sea-use planning. Large remedial programmes practically cannot be implemented without GIS. The initial training and minor investments needed for GIS application are largely compensated by the benefits from its use.

In case of the CAMP projects, GIS will be used in all projects, providing the existence of basic prerequisites. These prerequisites have to be evaluated in the preparatory stage of the project and reported within the Diagnostic Analysis and the Project Terms of Reference, and are related to general technical capability in the country and in the project area, the existing and/or needed equipment, and the need for initial or advanced training for the national team to be involved.

The design of the project GIS will be made according to project objectives, the structure and problems to be dealt with.

2. Evaluation and assessment techniques

2.1. Environmental assessment

Environmental assessment techniques are procedures oriented at evaluation of the state of environment, of consequences of actual or potential impacts on ecosystems and their capacity to resist, overcome, and assimilate pollution.

Among a wide array of techniques applied within various contexts, some of those more likely to be used within the context of coastal management projects or remedial actions will be mentioned: Environmental Impact Assessment (EIA), Strategic Environmental Assessment (SEA), Carrying Capacity Assessment for tourism activities (CCA), Assessment of Impacts of Climate Change, and Rapid Assessment (for example: Rapid Urban Environmental Assessment). For a more detailed introduction to environmental assessment, see (UN GESAMP, 1988).

Environmental Impact Assessment (EIA)

EIA is nowadays a generally accepted tool, mandatory in all Mediterranean countries when assessing potential impacts of large investment projects. EIA is a process analysing impacts on environment of an individual project or activity. The EIA procedure consists of a number of phases: identification of causative elements likely to produce impacts on environment; prediction of possible impacts; interpretation of impacts on environment and population; and communication. EIA is usually applied within the procedure related to authorisation of investment projects and issuing of building permits.

The implementation of EIA within the authorisation procedure varies from country to country. Large investment projects require complex, time consuming and expensive procedures, ending with large EIA Statements. For typical projects, standard rather simplified procedures, using among others analogies, were successfully developed and applied. A practical approach to assessment of impacts potentially affecting the marine and coastal environment in the Mediterranean conditions, developed by PAP/RAC-UNEP, is presented in (UNEP, 1990). For a wider information see also (Sorensen and West, 1992, Glasson *et al.*, 1994).

All projects, including those related to coastal management and/or remedial programmes, applying for international funding must contain the relevant EIA(s) prepared according to instructions and standards requested by the funding institution.

A simplified flowchart of the EIA procedure, developed by UNEP, is presented in Figure A4.1. (UNEP, 1990).

EIA is a mandatory technique to be applied within the coastal management and/or remedial process. The principles and procedure of EIA have to be applied within the context of relevant programmes or projects in two different stages:

- during the assessment of non-compliance phase, when identifying causes of non-compliance and impacts on environment and population, including prediction and interpretation of future impacts; and
- within the planning phase, analysing the impacts of individual solutions or remedial activities proposed, ending with EIA Statements to be prepared and presented for each individual solution or project.

Strategic Environmental Assessment (SEA)

SEA is applied to programmes, plans and policies. SEA is a complex document analysing simultaneous, interrelated and cumulative impacts of a number of activities or individual investment projects, usually covering a larger area or administrative unit. The process implies integration, understanding of synergetic phenomena, prospective studies and implementation of the precautionary principle.

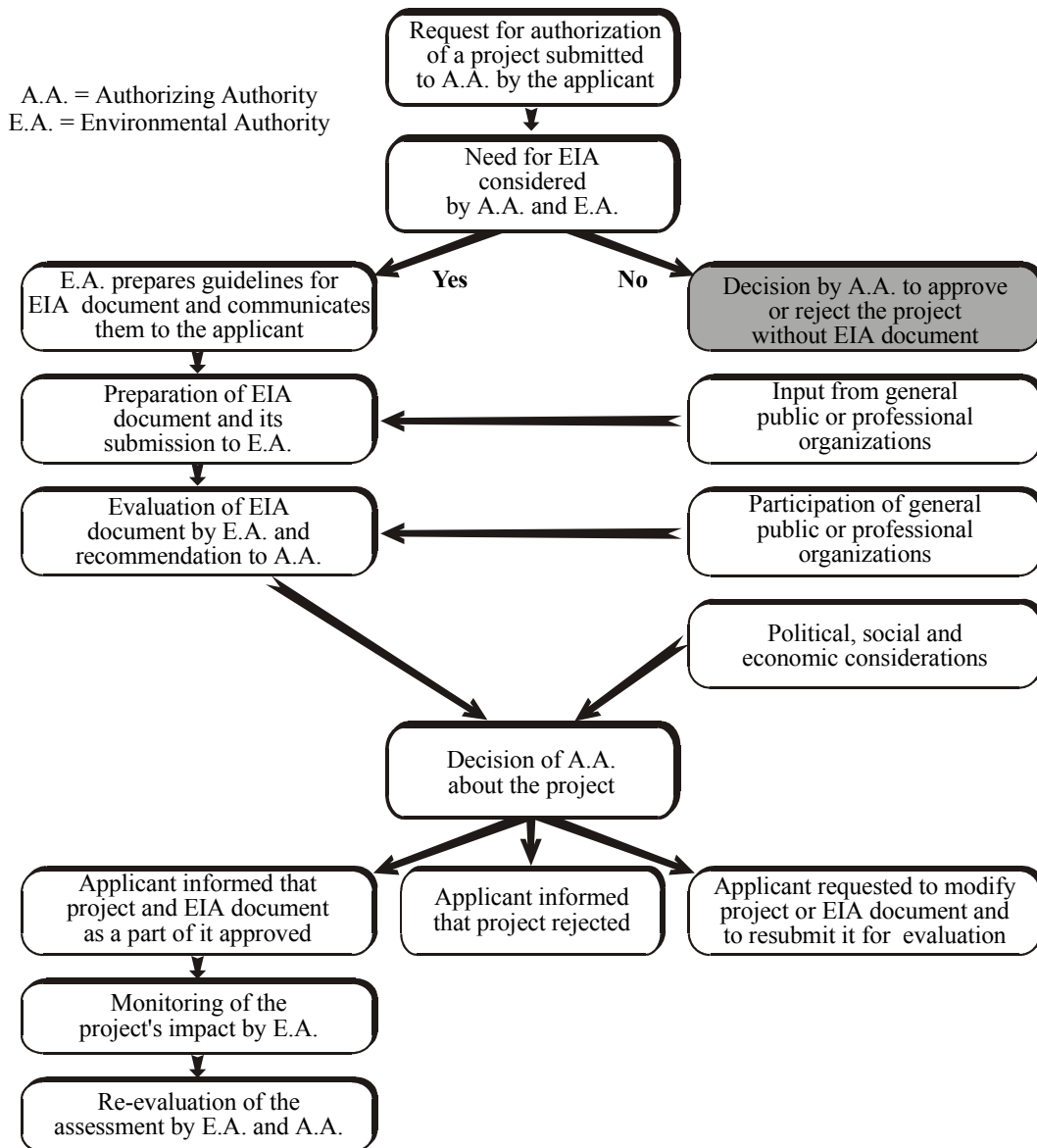


Figure A4.1: Simplified flowchart for the EIA procedure

Carrying Capacity Assessment

The term “carrying capacity” is defined as the capacity of an ecosystem or environment to accept an activity of a certain intensity without harmful consequences to human health and/or environment. The term “activity” within this context might mean: (i) discharge of pollutant or waste, (ii) thermal discharge, (iii) intensity of agricultural activity related to a type of soil or an area, (iv) traffic within fragile environments, (v) number of visitors and type and intensity of use of a fragile/sensitive tourist destination, etc.

In case of input of pollutant(s), f. ex. the discharge of untreated or treated waste water into the marine environment, carrying capacity understands the pollution load the marine environment can accept maintaining the quality defined by Environmental Quality Criteria and/or Health Quality Criteria.

In case of pollution discharge, the term of “assimilative capacity” is widely used. Carrying or assimilative capacity is in practice determined by models of various

degree of complexity, depending on the nature of the problem, character of pollutant(s) and ecosystem and on the significance of actual or potential impacts. Models presuppose knowledge on: the ecosystem affected; causative activity(ies); pathways of pollutant(s) and their fate in the environment; and impacts on human health, biota and environment. The final result of such an assessment, in case of waste discharge, is the definition of criteria for discharge and the needed level of waste treatment before its disposal into the marine environment.

Carrying Capacity Assessment for Tourism Activities

Tourism, as widely known, in addition to its beneficial economic effects, is in many cases an aggressive activity, often disregarding those resources which are its fundamental base. Overexploitation and mismanagement in many cases led to a number of negative impacts, resulting in non-compliance with Environmental Quality Criteria, sometimes also with Health Quality Criteria.

The assessment is related to potential or actual impacts of tourism activities on the environment and local society, and is related to the number of users, type and intensity of exploitation of recreational resources, to be applied without endangering the character, quality and future sustainable use of those resources. Carrying capacity assessment for tourism activities is used as a technique for planning and management of a sustainable tourism, its basic parameters being related to physical, social, cultural, economic and policy nature.

Over the last several years, a number of successful studies and assessments of this type have been prepared, and the relevant Guidelines prepared and disseminated (PAP/RAC, 1997). The assessment consists of an analytical phase, calculation of various elements of carrying capacity and definition of standards. The final result of the assessment is the type and modalities of offer and exploitation of the resource area. In cases of coastal management or remedial programmes, assimilative or carrying capacity assessment will be used only within large programmes, and for tourism in case of actual or potential non-compliance caused by overexploitation by tourism related activities.

Soil Erosion Assessment

Most of the Mediterranean coastal areas and the related watersheds are affected by erosion processes, degrading the coastal resources and the environment, often causing serious degradation and non-compliance at the spot and in downstream areas.

Apart from naturally induced causes, soil erosion in Mediterranean coastal areas is predominantly caused by man induced activities, such as: intensified and improper agricultural practices, forest fires and excessive felling, overgrazing, and others. The usual consequences of erosion phenomena are: degraded land and environments; landslides; changes in sediment dynamics and transport affecting river flows, coastal estuaries and coastline; loss of natural habitats, endangered biodiversity; decrease in land productivity and serious socio-economic impacts.

Erosion phenomena have to be taken into account with regard to remedial actions in two cases, when they are direct causes of non-compliance, and when the proposed remedial actions might affect the erosion status and dynamics in the causative and affected areas. In both cases erosion assessment has to be

implemented, although not of the same level, and in particular when land-use planning has to be applied.

The soil erosion assessment procedure consists of:

- a) preparatory/analytical phase including: initial field survey; data and maps collection; analysis of erosion relevant parameters pertaining to the area; delimitation of the programme area; preliminary assessment of erosion phenomena, their causes and the actual and potential primary, secondary and tertiary impacts;
- b) the mapping phase, including:
 - i) predictive mapping: identifying, assessing and integrating parameters related to physiography, lithology and/or soils, land and vegetal cover, determining and mapping erosion risk (potential erosion, erosion status);
 - ii) descriptive mapping: describing, mapping and assessing current on site and active erosion processes (erosion dynamics); and
 - iii) integrating on maps the erosion status and current erosion processes; and
- c) final assessment of erosion, including:
 - i) interpretation of erosion phenomena, their causes, actual and potential impacts on the project area and down the watershed including coastline and the marine environment; and
 - ii) recommendations for mitigation and remedial measures.

In the Mediterranean region, at the national scale, erosion mitigation and remedial actions are dealt with by responsible ministries and specialised institutions or agencies. At the regional scale, MAP-PAP/RAC and FAO have been jointly involved in a number of actions and pilot projects, resulting, among others, in the development of a consolidated mapping methodology, capable to present and describe both erosion status and dynamics in a single integrated map, the process being cost effective, practical and applicable in all Mediterranean countries. Finally, PAP/RAC has prepared and published, in co-operation with FAO, practical Guidelines, describing the methodology and assessment procedure, within the ICAM framework (PAP/RAC-FAO, 1997). Other international institutions and the EU were also involved in a number of relevant projects and initiatives.

For CAMP projects and/or remedial actions, within the context of the manual, a preliminary assessment of erosion status and dynamics is recommended for those large programmes covering erosion prone areas, and full assessment procedure in specific cases only, according to the results of the preliminary assessment.

Rapid Assessment Techniques

In a number of cases the need for a quick assessment of an environmental problem or situation requires the use of simpler and faster assessment techniques, to be implemented on the basis of available data and information and in a short time. These techniques use predominantly secondary data and direct assessment methods: questionnaires, field surveys, interviews, expert opinions, consultations, etc. Usually, Rapid Assessment Techniques are applied in the initial and, in some cases, in the analytical phase of programme development.

A Rapid Assessment is usually prepared in three phases: (i) setting up of data and information (questionnaires, field visits, interviews, etc.); (ii) analysis, presenting for example coastal profile, or a problem analysis, including nature, trends and

significance of processes, problems and their impacts, and (iii) evaluation of the results achieved in (i) and (ii) through public dialogues, expert opinion, brain storming, etc. This technique aims to: clarify problems; involve all responsible and interested parties, including the general public, NGOs and the scientific community; and create primary commitments and contribute to the formulation and approval of initial decisions.

The basic advantages of Rapid Assessment Techniques are: a) possibility to be implemented in a short term; b) the information is easily systematised; c) the existing knowledge and experience are used including the local ones; d) it is cost effective; and e) a high level of participation can be achieved.

The applicability of Rapid Assessment has its limits: it is reliable when identifying problems, and (up to a certain extent) impacts, but is not sufficient and should not be used alone when developing alternative solutions and selecting the most feasible one.

It might be noted that, PAP/RAC, as well as other agencies and institutions implementing coastal area management projects, in the initial phase of the project apply this technique, using Questionnaires to be infilled by local authorities and experts.

One of Rapid Assessment Techniques developed and successfully used in the last period is the Rapid Urban Environment Assessment to be applied in cases related to urbanised coastal areas (UNEP/UNCHS/WB, 1994).

When dealing with remedial actions, Rapid Assessment is used successfully for immediate remedial actions, and might be applied in the initial and analytical phases of remedial programmes.

Assessment of impacts from climate change

As quite generally accepted, the greenhouse effect is one of the potentially most pressing global problems. Due to increased concentration of carbon dioxide and other gasses influencing the radiation balance in the atmosphere, global warming is expected, already in the first half of the 21st century, resulting in increased global mean surface temperature, and the sea level rise.

Induced by global warming, the sea level rise will occur as the consequence of: (i) thermal expansion of the sea mass, and (ii) melting of glaciers.

The Second World Climate Conference (Geneva, 1990) concluded that without reduction of the present rate of emission of “greenhouse” gasses, the global surface temperature would rise by 2-5 °C by the end of the next century, inducing a sea level rise of 65 cm, with minus or plus 35 cm margin, emphasising, at the same time, uncertainties related to regional patterns of climate change.

In a number of studies related to the Mediterranean basin, a more or less generally accepted estimate for mean surface warming ranges from 1,2-3,5°C and for mean sea level rise from 50-100 cm by 2100. These facts, although not yet confirmed by strict scientific evidence, should be taken into account, applying the precautionary principle.

The basic impacts of sea level rise would be the following ones:

- danger/degradation/destruction of fragile ecosystems in wetlands, salt marshes, brackish lakes and generally in lowlands;

- changes of frequency and intensity of extreme events;
- accelerated coastal erosion, aggravated coastal flooding;
- changes in hydrological systems: ground water and estuaries exposed to / affected by salt water intrusion; slight increase in precipitation rate and high increase of evapotranspiration for the northern Mediterranean, resulting in slight increase of mean runoff; worsened hydrological conditions in the Afro-Asian part of the basin; changes in sediment budget and in river channels stability;
- change in soil humidity will probably induce shifting of a number of North Mediterranean and South European biotic species northward; and
- land degradation, greater soil aridity.

During the last decade, a considerable number of the studies related to impacts of climate change on the global scale have been implemented, and a large bibliography is available, see ref. (UNEP/IPCC 1990; Jeftic *et al.*, 1992; UNEP/IPCC 1996, Jeftic *at al.*). For the Mediterranean basin, MAP and other agencies and institutions prepared a number of studies for the areas most likely to be affected: the Ebro delta, the gulf of Lion, the Po delta and the lagoon of Venice, the islands Cres-Losinj and the Kastela bay in Croatia, the Albanian coast, the Thermaikos gulf and the island of Rhodes in Greece, the Syrian coast, the Nile delta, Garat el Ischkeul, and the lake of Bizerta in Tunis, etc.

In most cases, providing availability of needed data and information, such studies can be made within 3-4 months of work of an interdisciplinary group of experts. As an example of the approach to these studies, some references might be used for individual projects (UNEP/MAP, 1994).

Within the context of this document, understanding of impacts of the climate change on project unit area is needed in all cases when installation of new facilities or infrastructure, or intervention into such existing systems is envisaged in lowland areas.

2.2. Economic valuation techniques

The basic aim of these techniques is to analyse, define and secure efficiency in ecosystem and resource development and management, in this case in ICAM, Integrated River Basin Management (IRBM) or Integrated Coastal Areas and River Basin Management (ICARM) programmes and projects. Among a number of them, the Cost Benefit Analysis (CBA) is the most frequently used one.

CBA consists of accounting environmental benefits and costs of a project or programme, including the investment costs. The CBA procedure includes: (i) framework definition, (ii) identification and allocation of costs and benefits of the project, (iii) discounting of costs and benefits, (iv) interpretation of the results, and (vi) evaluation, reporting, defining proposals and conclusions. CBA is not a mathematically exact procedure, uncertainties are present and costs of environmental damage are to be estimated.

The difficulties related to the implementation of CBA are: a) identifying all costs, i.e. including all types of damage in case of no-action, b) quantifying damage and benefits, c) evaluating costs of damage, internalising environmental damage and including environmental rent, and d) selecting the appropriate discount rate.

However, in practice, CBA has been proved and accepted as a useful technique not only for decision makers, but also for all interested stakeholders and the general public. A positive CBA of an environmental programme or project helps reducing resistance to projects, generating the needed political will and accepting willingness to pay or contribute to funding of projects.

Within the context of remedial actions, a large programme or project should use CBA in order to identify the amount of damage in case of no action and costs and benefits in case of the implementation of the programme. Furthermore, CBA should be applied for each alternative, during the screening procedure. For reference, see CBAs prepared for remedial programmes in Izmir and Rhodes (MAP/MEDPOL-UNEP, 1993).

2.3. Systemic and prospective analysis

Prospective studies explore future development options using the scenario method. Their basic objectives, within a given spatial context, are:

- to identify and analyse basic driving forces and interaction mechanisms;
- to analyse the likely evolution of major environment/development interactions; and
- to foresee and evaluate consequences and breaking points.

The analysis is based with regard to medium- /long-term time horizons (15, 25, or 30 years), developing prospective in stages within 5-10 year periods.

Systemic and prospective studies are not used as predictions or forecasts, but as documents illustrating opportunities for:

- formulation of alternative development strategies; and
- for the selection of the most appropriate one,

providing interpretation from the standpoint of sustainable development, and of the environment protection in the study area.

Usually, after a detailed analytical phase including the establishment of a computerised database, various development alternatives are being evaluated: trend scenario and alternative scenaria (f. ex. moderate growth, rapid growth, balanced growth scenario, etc.).

The development of a scenario consists of the following stages:

- a) setting up of an initial situation;
- b) choice of hypotheses;
- c) drawing up a pathway, which is a link between present and future; and
- d) description of possible alternatives of evolution, and of final situations.

The critical elements of the process are: identification of the present situation; elaboration of a set of hypotheses; and the search for consistency in the overall process. The hypotheses are elaborated as:

- a) the general ones: demographic trends, technological development, international context, national and local potentials and opportunities; and
- b) the sectoral ones related to possible future of most relevant sectoral activities: agriculture, fisheries, industry, transport, etc.

The hypotheses to be developed have to be clear, possible, consistent, relevant for the unit area, and appropriate for the dominant conditions.

Prospective studies can be used at regional, national or local levels. Lower-level prospective studies are usually prepared applying a simplified scenario method.

The Blue Plan Regional Activity Centre (BP/RAC) is probably the most reputed institution in the Mediterranean basin for the development of relevant methodologies and preparation of prospective studies. Over the recent years, BP/RAC has prepared a number of studies, the most significant being the regional one (Batisse, Grenon, 1989). Among a number of national and sub-national studies, see for example those related to Iskenderum, Turkey, and Sfax, Tunisia (MAP/BP RAC-UNEP, 1994; MAP/BP RAC, 1998).

Within the context of coastal management, a prospective study should be prepared in all cases of large/high investment, environment/development and coastal management programmes or projects, in order to provide a clear insight into the possible development of the project area, and to understand the resulting impacts from, and interactions with alternative development or remedial strategies.

The preparation of an Environment/Development prospective study requires the involvement of a qualified interdisciplinary team, an intensive co-operation with local authorities and stakeholders, and possibly the use of specific tools, like structural analysis. Usually, the document can be prepared within a 12-16 month period.

3. Implementation instruments

3.1. Regulatory instruments

Land-use planning

The instrument of land-use planning might be defined as “a systematic assessment of land and water potentials, alternatives of land use, economic and social conditions, in order to select and adopt the best land-use options” (FAO, 1993). The driving force of land-use planning to be applied as a development tool and as a regulatory instrument is a need for change of the land-use pattern and the need for an improved land management.

Land-use planning aims to optimise the existing use of land resources by:

- assessing the present and future needs, comparing them with the capacity of resources;
- resolving/minimising users' conflicts;
- developing alternatives and identifying optimal land use; and
- providing regulatory basis for needed/planned changes of land use.

When preparing land-use plans, some basic criteria are generally applied: sustainability, efficiency, equity, and acceptability of land resource uses.

Land-use planning is implemented at different levels: national, sub-national, and local, each level implying different scale and approaches. The level of land-use planning to be applied within a CAMP project or a remedial programme will depend on the scale of the programme, of the area generating non-compliance, and of the affected areas. When developing proposals or amendments of land-use within remedial programmes, all levels have to be consulted, and amendments properly included in, and regulated within the relevant land-use plans.

Land-use planning is a sequential process, usually implemented in the following phases:

- initial phase: data collection, organisation, meeting prerequisites;
- analytical phase: problem identification, needs and opportunities for change, evaluation of land resources, assessment of suitability for change;
- planning phase: developing policies, strategies and alternative options, selecting the best option, preparing the land-use plan; and
- implementation phase: implementing the land-use plan, monitoring implementation, revising the land-use plan as appropriate and needed.

As all the other ICAM and IRBM tools, land-use planning implies the participatory approach, and implementation of all relevant principles of sustainable development and ICAM. GIS is now very often used as a tool in land-use planning.

From the above, and considering the phasing of coastal management projects, it is evident that land-use planning, as a tool for such projects, is easily applicable, fitting well in the project phases.

Within large remedial programmes, land use-plans have to be consulted in all cases. Interventions in actual land-use plans have to be made, or land-use planning applied in cases implying changes of land-use pattern in the areas generating impacts or in affected areas. In simple words, land-use planning has to be applied when project measures envisage: (i) changes/displacement/restrictions related to the facilities or activities causing non-compliance; (ii) the impacts on affected areas requesting changes of resource use, or of Environment Quality Criteria or Health Quality Criteria, and (iii) impacts of the project measures requesting changes of activities or of resource use. It is understood that changes in land use have to be adopted by authorised authorities/bodies (parliament, government, regional council, municipal council) according to the land-use planning level and the relevant legal procedure for its approval.

Summarising the above, land-use planning is applied and land-use plans are used within coastal management projects or remedial programmes as: a) source of data and information, b) analytical tools, c) implementation tools, and d) regulatory instruments.

Sea-use planning

The sea-use planning is one of major ICAM tools, most relevant for remedial actions involving the marine environment, a tool unfortunately too often ignored or overlooked. Having in mind the variety, complexity and importance of various types of coastline, and the sea use as potential or factual cause of non-compliance, or various marine activities as affected or potentially affected ones, the sea-use planning, combined with land-use planning, should be applied as one of major and most promising tools when initiating and implementing remedial actions, and in some cases in CAMP projects.

It is worth noting that, according to a detailed analysis for the Mediterranean basin, 18 categories, 69 sub categories and 327 different types of coastline and sea use were identified (Vallega, 1993). Below, this classification is presented in a simplified version.

**Coastline and sea use:
categories and types of use***

No.	Category:	Type of use
1.	Sea ports	Waterfront commercial structures, onshore facilities, offshore commercial structures, dockyards, passenger facilities, naval defence facilities, fishing, recreation and leisure facilities
2.	Navigation – carriers	7 categories of ships/carriers
3.	Navigation – routes	Navigation routes, navigation channels, waterways
4.	Navigation – services	Buoys, lights, hyperbolic systems, satellite systems, inertial systems
5.	Sea pipelines	Slurry lines, pipelines for industrial liquids, gas pipelines, discharge outlets, jetties
6.	Cables	Electric power cables, communication cables
7.	Air transport	Airports, heliports, auxiliary facilities
8.	Bioresources	Fishery resources, gathering algae, mariculture, other
9.	Hydrocarbons	Exploration, exploitation, storage, services and auxiliary facilities
10.	Other mineral resources	Sand and gravel, dissolved minerals, deposits, desalinated water resources
11.	Renewable energies	Wind, water related energies, water currents, seabed fossils
12.	Defence	Exercise areas, minefields, explosives testing areas
13.	Recreation and leisure	Onshore and waterfront facilities, offshore facilities
14.	Waterfront structures	Onshore, offshore
15.	Discharge	Urban, industrial discharge, freshwater emission, offshore installation discharge, dumping, discharge from ships
16.	Research	Seamass, seabed and subsoil, ecosystems, interactions/physical processes, areas of particular environmental values, CZM, sea management at international level, sea basin management
17.	Archaeology	Onshore, offshore archaeological sites
18.	Ecosystem conservation	Onshore, offshore protected areas and national parks

*adapted from (Vallega, 1993)

Sea-use planning is applied using the same procedure as land-use planning, taking into account the categories listed above and the relevant current and planned activities to be secured, as well as the characteristics of marine resources and the need for their sustainable exploitation and protection.

Codes, norms, standards

In addition to land- and sea-use planning a large number of other regulatory instruments related to coastal areas management, as well as to remedial programmes are used and applied in practice: building regulation; building codes, norms and standards; building permits; environmental standards; Environmental Quality Criteria; health and sanitary standards; Health Quality Criteria; all of them have to be considered within ICAM, as well as within remedial actions.

3.2. Economic instruments

In combination with regulatory instruments, a number of economic instruments for ICAM, IRBM or ICARM, relevant also for remedial activities, are more or less widely and successfully used. In Europe and in the Mediterranean region, the application of these instruments started within the OECD member states, to be gradually introduced in other countries. Presently, in the Mediterranean region, almost all countries implement some economic instruments for ICAM, applicable within pollution reduction and remedial activities.

The basic aims of the implementation of economic instruments are:

- to contribute to the sustainable development of coastal and marine areas, rational use of resources, and reduction of coastal and marine pollution; and
- to provide funds for pollution reduction or remedial programme activities and/or projects.

Economic instruments for ICAM are usually classified into 5 major groups:

- a) Charges, to be paid for pollution:
 - emission charges, to be paid by polluters discharging waste into the environment;
 - user charges: to be paid by selected users of resources or by the population;
 - product charges: to be paid by producers of goods polluting or potentially polluting during manufacturing and/or use of goods; and
 - administrative charges: to be paid for pollution control and monitoring, for project or activity authorisation;
- b) Subsidies: instruments providing financial assistance for pollution reduction, for use of environmentally friendly technologies and products, for remedial or ICAM programmes or projects, for successful application of treatment processes. Reduction income / profit taxes and levies might also be categorised within this group;
- c) Deposit refund systems: payment deposits for potentially polluting manufacturing, being refunded in case of no pollution;
- d) Marketing permits: trade offs of pollution quotas among actors; and
- e) Enforcement fines or incentives: payment for non-compliance, partially or fully returnable upon remedial.

In practice, economic instruments produce different effects, depending on the objectives set up, on their design, and on the national and local conditions and specificities. From the efficiency point of view, it is considered that the incentive ones (subsidies, market trade offs) have a better future; for the time being the restrictive ones (charges, enforcement) are the most efficient in pollution reduction. In general, all groups, if properly designed and applied have proved a high efficiency in practice. Regarding fund raising, charges (emission charges, user charges) have proved as the most efficient, providing the funds collected are earmarked and transparency of their use secured (Juhasz, 1994).

An analysis (MAP/PAP-UNEP, 1994) of the relevant practice in 11 Mediterranean countries indicated 61 cases of economic instruments being applied, 9 in average for 8 countries, charges and subsidies being most frequently used.

Economic instruments should be considered and recommended for implementation in CAMP projects and remedial programmes, depending on the solutions proposed and the implementability of the proposed instruments under national and local conditions.

3.3. Participatory techniques

Bargaining and Negotiations, in particular between public environmental authorities and the private sector or associations (industry, energy, tourism), is a tool frequently applied in developed countries. The aim of the instrument is to

contribute to reaching an agreement or consensus on activities, timing and phasing of remedial actions, or in cases of need, for establishing standards more stringent than those at the national or other levels.

Conflict Resolution Techniques (CRT) are related to conflicts of a “vertical” nature, i. e. those among various levels of government or other authorities, as well as to the “horizontal” ones, occurring among users of the same or interrelated resources. A specific conflict, often to be mediated and resolved, is that among the population affected by non-compliance and individual users or polluters. CRTs are divided in two different groups: a) arbitration and b) legal procedure.

Arbitration is applied using various forms: the ad hoc task force; long-term specific bodies; public dialogue; qualified intermediaries; arbitrators. In case of impacts or non-compliance having a transboundary character, international arbitration might be applied, using services of jointly selected arbitrators or of international courts.

The legal procedure for conflict resolution is applied in case of failure of arbitration or absence of prerequisites for the implementation of arbitration techniques. The main problems related to the use of legal procedure as a CRT are the long time needed and difficulties in interpreting complex environmental phenomena and processes within a standard legal language and form.

CRTs are important and frequently used tools in coastal management practice, and should be applied in all cases of serious actual and potential conflicts resulting from non-compliance, or as the consequence of the management project.

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