
AN OPERATIONAL STRATEGIC ACTION PLAN FOR ICAM IN THE MEDITERRANEAN

1. Introduction

1.1 A time perspective on ICAM in the Mediterranean Region

Within the Mediterranean Region, coastal management was identified more than two decades ago as a major response to tackling the growing development pressure witnessed in coastal areas. A series of policy documents, recommendations, programmes and projects (such as CAMP) and instruments have been developed and implemented.

Today, ICAM is applied worldwide. However, establishing its coherent and comprehensive implementation at the scale of a Regional Sea remains a current challenge. The Mediterranean Strategy for ICAM is such an endeavour, requested by MAP Phase II, wherein ICAM is to become the common approach to tackling problems affecting Mediterranean coastal areas.

As a result, at the 2003 meeting of the Contracting Parties to the Barcelona Convention, recommendations were made at the level of Contracting Parties and the Secretariat in relation to the future coastal zone management and CAMPs within MAP activities. The Secretariat (PAP/RAC) was requested “to prepare, in consultation with regional stakeholders and in co-ordination with MEDU and the concerned MAP components, the regional strategy for integrated coastal area management and CAMP, ensuring a strong synergy with the Mediterranean Strategy for Sustainable Development”.

The importance of sustainable management of coastal regions and the need for a strategic approach and a coherent framework in this respect was reemphasised in the Catania Declaration of the 13th meeting of the Contracting Parties (2003); it recommended that regional strategies for ICAM together with an appropriate regional legal framework should be prepared.

Since neither the draft ICAM Protocol which calls for this Mediterranean ICAM strategy (art. 15) nor the Mediterranean Strategy for Sustainable Development (MSSD) which it will be a part of, will be adopted before this strategy is ready, the present document proposes **an operational strategic action plan for ICAM in the Mediterranean**. It will be reviewed once the Mediterranean ICAM Protocol is adopted and it will be appended to the MSSD.

1.2 Purpose of the strategy

The present strategy therefore prioritises activities for PAP/RAC within the anticipated broader future ICAM regional strategic framework which will be closely linked to the MSSD. As part of the MSSD, it will:

- Bring the ICAM concept closer to decision-makers to make it standard practice in the Mediterranean;
- Be cautious of overlaps, redundancies and gaps with other existing ICAM initiatives in the Region;

- Continue to support the adoption of new and/or the improvement of existing national legislation for sustainable coastal management;
- Contribute to the coordinated use of programmes, resources, and instruments and implementation of the wide range of MAP recommendations in coastal areas;
- Support sub-regional activities on sustainable management of coastal areas with a view to developing sub-regional strategies, programmes, action plans and projects;
- Monitor the impact of implementing ICAM initiatives among Contracting Parties, especially in relation to balancing development and environment protection.

More specifically in relation to PAP/RAC's contribution to the development of ICAM in the Mediterranean region, it aims to:

- Prioritise ICAM activities and CAMP geographical and thematic areas
- Further integrate thematic program components and coordinate MAP activities in relation to CAMP projects, in comprehensive tailor-made CAMP activities
- Strengthen inception phase to CAMP projects, in particular in relation to institutional and governance appraisal
- Develop and implement within CAMP additional ICAM methodologies and instruments, including on coastal landscapes management, economy, and urban planning, marine spatial planning, risk management and transboundary collaboration
- Assist countries in applying ICAM methodologies, tools and good practices and preparing their ICAM strategies and ICAM plans
- Contribute to regional expertise building in ICAM, including via MedOpen Internet-based training course on ICAM and Educom@Med Master's Degree Course on ICAM.
- Disseminate and capitalise on existing knowledge, methodologies, tools and good practices, especially via the Regional clearing house mechanism
- Ensure closer collaboration with MAP regional activity centres, especially SPA/RAC, BP/RAC and ERS/RAC
- Support CAMP projects in preparing follow-up viable activities and plans
- Further develop monitoring indicators and evaluation for CAMP projects

1.3 The stakeholders

In continuity with previous programmes and activities under PAP/RAC, the operational strategic action plan for ICAM will take into account all relevant partner resources in the region, within and outside the MAP system. The stakeholders are:

- MAP regional activity centres: SPA/RAC, BP/RAC, ERS/RAC
- National and local governments
- Bilateral and multilateral donors (WB, EU, UNDP, WMO, IOC)

2. Policy and operational basis for an ICAM operational strategic action plan

In order to ensure maximum efficiency and impact, the present operational strategic action plan under PAP/RAC takes into account and builds upon achievements and lessons learned from MAP and EU policies and recommendations at program and project levels in the region. It ultimately targets enhancing and implementing state-of-the-art know-how in ICAM methodology, tools and practices in the region. These are the frameworks and information basis on which the operational strategic action plan anchors and organises its core strategic orientations.

2.1 Existing regional policies and recommendations

At policy level in the Mediterranean Region a series of strategies, orientation papers, and recommendations have already been adopted, both within the MAP system and within the EU.

(a) Within the MAP system

Within the MAP system, a comprehensive set of reference documents have already outlined development trends and associated priority issues, elaborated a strategic vision, emphasised the importance of appropriate institutional and program frameworks, and are proposing new legally binding measures.

The Mediterranean Strategy for Sustainable Development: priority sustainability issues

This Strategy under preparation and to be adopted at the next Conference of the Parties at the end of 2005, addresses seven essential issues. One is dedicated to coastal areas and calls for “promoting Sustainable Development of the sea and the littoral and urgently stopping the degradation of coastal areas”. This tackles especially marine and land-based pollution, sustainable management of fisheries, habitat protection.

Others issues, such as controlling urbanisation, promoting quality agriculture or better management of water, bear all an impact more acute in these regions. To help solve and anticipate these issues several actions are proposed including the adoption of an ICAM protocol and its accompanying strategy and set of quantitative indicators.

The proposed ICAM Protocol: a regionally binding measure

The protocol under preparation is a regional legal instrument to help bridge gap within national legislations by strengthening regional cooperation. The protocol is to include ICAM principles, institutional measures, proposals for instruments, and measures for international cooperation.

Blue Plan 2004 Environmental and Development report: development pressure to continue

To support regional policy making and decision-taking, the Blue Plan published an updated assessment of major trends in environmental changes and human development and their expected related impacts in Mediterranean coastal areas. Highlighting expected increased development pressures by 2030, it recommends three major avenues for improvement: (1) knowledge of evolution in socio-economic and environmental conditions, (2) strengthening of legislation and regulations in relation to tourism development, protected areas and spatial

planning, and (3) developing appropriate management plans and projects at local level. CAMP initiatives are clearly contributors to this last strand.

The Mediterranean Commission on Sustainable Development ICZM Recommendation: appropriate institutional, legal, and program frameworks

In 1997 the MCSDD elaborated a recommendation dedicated to ICZM which especially emphasises the need for improving institutional coordination mechanisms, introducing or improving legal and regulatory tools at national and regional levels, access to information and public participation (especially in decision-making), establishing incentive measures for developing and adopting ICAM approaches, including pilot projects (CAMP), and develop public-private partnerships.

The 2001 UNEP White Paper on ICAM: a strategic vision for ICAM & CAMP

The White Paper proposes a regional strategic vision for the Mediterranean and makes some recommendations for its implementation at the regional, national and local levels, underlining the importance of intra-regional cooperation to help improving practices:

- UNEP MAP Phase II is the appropriate framework for regional cooperation
- ICAM is to become the normal approach to solving coastal area problems, integrating environment and development
- Coordinated implementation of national and local CAMP projects, is required especially between Blue Plan and PAP/RAC, with when needed input from other thematic centres
- Blue Plan is to develop with PAP, Sustainable Development indicators appropriate for coastal areas

(b) Within the EU system

Three EU initiatives are of relevance to the Mediterranean Region: an adopted ICZM strategy and its related Recommendation, a Marine Strategy presently under discussion and the Euro-Mediterranean partnership with its ICZM component (SMAP).

The ICZM Strategy

The strategy builds upon results from a series of ICZM demonstration projects, and identifies challenges and main issues to be solved at all territorial levels. It proposes 8 strategic principles. It aims to promote a collaborative approach to planning and management of coastal areas, adopting governance by partnership with civil society. It is a position statement from the EU in relation to its Member States, underlining the leadership and guidance role of the Commission to support the implementation of ICZM at all government levels and the need for continuous collaboration between its own services. It aims also at improving the implementation of a wide range of EU legislations and policies in coastal areas. It adopts a strong sustainable development perspective.

The 2002 ICZM Recommendation

The ICZM recommendation supports a strategic approach to coastal management, introduces the 8 strategic principles, recommends Member States to conduct or update a stocktaking to analyse actors and institutions in coastal zones, on which to develop national ICZM strategies. Member States are to encourage, enter or maintain dialogue and implement existing conventions with neighbouring countries (including non members), and report on their implementation of this Recommendation.

The Marine Strategy

The EU Marine strategy aims to protect marine ecosystems, to progressively reduce marine pollution, to ensure the sustainable use of marine services and products, applying good governance principles. The strategy introduces regional marine management plans to be elaborated within 5 years of the strategy being adopted. The plans include an assessment of the situation and human impacts, a series of coherent environmental objectives, a programme to achieve these objectives, and a monitoring and evaluation programme.

2.2 Existing implementation of ICAM projects and activities

At operational level, ICAM projects and activities are developed and implemented, since the mid eighties by MAP under its CAMP initiatives and since the 90s in the EU under its ICZM demonstration projects and their follow-up.

(a) MAP operational tool: CAMP projects

Within MAP, CAMP projects were established in 1989 and improved since to implement ICAM programs. Their objectives are to:

- Implement MAP legal instruments, including the ICAM protocol to come
- Develop relevant implementation instruments and procedures for sustainable development in project areas
- Identify and apply relevant methodologies and tools
- Contribute to capacity building at local, national and regional levels
- Secure wider use of results achieved

As lessons were learned over the last 15 years (15 CAMPs at various stages of implementation; completed in Albania, Croatia, Egypt, Greece, Israel, Lebanon, Malta, Syria, Tunisia and Turkey, on-going in Slovenia and Algeria, in preparation Cyprus, Morocco and Spain), more formalised guidelines for ICAM in the Mediterranean were developed to improve the development and management of projects and programs at national and local level. The most recent are to be published by PAP/RAC at the end of 2005. These guidelines address planning processes and implementation methodologies and instruments at program and project levels, governance and participatory approaches, monitoring and evaluation, synergy and cooperation, financing and co-financing, public-private-NGO partnerships, knowledge and information sharing, programme and project design.

(b) The EU initiatives

ICZM demonstration projects

During the 90s, 35 demonstration projects were initiated throughout Europe to test new methodologies for ICZM and some related thematic expert studies were undertaken to assess policy and programme needs in the EU. The final output was the 2002 ICZM Recommendation. Today, the EU follows on the application of this Recommendation in Members States, particularly via the stocktaking and national strategy-building initiative. For now only four countries have followed upon these recommendations and have either undertaken national stocktaking (Spain and the UK) or are working on their national strategies.

ICZM SMAP instrument

The EU launched in February 2005 a new call for proposal to develop ICZM projects between members of the Euro-Mediterranean partnerships. Projects are currently being selected.

All these lessons learned and recent initiatives make for the knowledge basis, practical know-how, and reference programme framework on which to anchor and organise the present operational strategic action plan.

3. Framework and contents for an ICAM strategy

3.1 Vision

Since time memorial, Mediterranean coastal shores have been much valued and praised by natives and visitor alike for their clear blue waters, sunny cloudless skies, and diversified natural and cultural resources and heritages. The Mediterranean region is unique for this and should remain so for decades to come: children playing freely on beaches and swimming safely from pollution, fishermen boats landing crateful of fresh fish and seafood, coastal cities controlling and balancing their urban expansion by preserving agriculture and landscapes and organising complementary coast – hinterland development, governments coordinating their sectoral policies to limit user conflicts in marine areas.

3.2 Scope

The operational strategic action plan for ICAM encompasses the following dimensions:

- *Main focus*: sustainable management of coastal areas
- *Geographical area and levels*: whole Mediterranean region with implementation at sub-regional, national and local levels
- *Prioritised initiatives*: a limited set of strategic orientations and related prioritised operational objectives and actions
- *Key partnerships*: pro-active involvement of local authorities and private sector

3.3 Priority issues for an ICAM operational strategy

The following issues are those tackled as priority program and project areas for PAP/RAC. They encompass much of those highlighted on a recurring basis in most policy, strategic, recommendation and lessons learned documents overviewed in Section I of this draft strategy. A clear distinction is made between sectoral and cross-cutting issues.

Proposed key sectoral issues with a coastal focus

- *Urban development*: linking ICAM to spatial planning and urban management processes, including to help control coastal strip development
- *Marine spatial planning*: taking into account simultaneously the land and sea sides of coasts
- *Tourism*: spreading the use of carrying capacity assessments for tourism
- *Natural resource management*: sustaining rational use of water
- *Landscape management*: preventing degradation of natural and cultural heritages and landscapes
- *Pollution and wastes*: control by integrated management of disposal facilities
- *Transport*: avoiding congestion by ensuring appropriate integration and location of various transport systems
- *Risks*: abating increased vulnerability to natural hazards, especially beach erosion via beach management

Proposed cross-cutting issues

- *Institutional coordination*:
 - Supporting further intra-MAP coordination of activities centres,
 - Through tailor-made CAMP, strengthening of institutional capacity to develop, implement, monitor and evaluate ICAM projects and programmes, targeting especially vertical and inter-sectoral integration in planning and decision-making (e.g. support to national coordination entities and mechanisms)
- *Legislation and regulations*: preparing national legal entities to the adoption and implementation of the ICAM protocol

- *Project implementation sustainability*: ensuring long-term commitment by national and local levels governments to implement ICAM projects and programs to move beyond pilot project dynamics
- *Access to information*: ensuring information sharing on regional know-how and experiences to tackle issues of regional significance; translation of scientific information to make it understandable and usable for decision-making,
- *Partnerships*: exploring synergies for private-public partnerships at local level for sustaining long-term implementation of ICAM plans
- *Sustainable financing*: establishing co-financing agreements between donor organisations (MAP, EU, bilateral, and multilateral)
- *Monitoring and evaluation of ICAM processes and outcomes*: strengthen capacity for auditing and evaluating implementation impacts of CAMP projects
- *Developing national and local capacity and training*: addressing ICAM tools and instruments via workshops, Internet-based courses (MedOpen and Educom@Med), exchange of information (Clearing House)

3.4 Challenges and opportunities in Mediterranean coastal regions

(a) Challenges

A major challenge remains the overall regional development imbalance between developing and transition countries on one hand and countries within the EU on the other. Despite significant support and transfer of resources and knowledge between Contracting Parties, keeping pace between fulfilling economic development, ensuring transformation of society, and tackling growing environmental constraints often stretches institutional, technical and financial capacities.

- *Environmental challenge*: increasingly stringent and numerous environmental management objectives and legal constraints introduced by EU regulations (e.g. Water Framework Directive) are becoming even more difficult to adopt and implement: providing, under already existing regulations and management standards, trained human and long-term secured financial resources, is a standing major hurdle, especially in non members countries not benefiting from substantial financial support;
- *Socio-economic challenge*: unequal benefits from regional cooperation initiatives for EU and non - EU Mediterranean countries (especially in relation to modernisation and preservation of agriculture, building and upgrading of environmental infrastructures, appropriate integrated urban and transport planning, etc.) contribute to the imbalance between the shores of the Mediterranean in terms of poverty, unemployment, competitiveness and innovative enterprises;
- *Institutional challenge*: institutions operate along strong programmes and financial sectoral lines; while most of their tasks are successfully carried out, in some strategic areas their jurisdictions may overlap and/or their policies recommend contradicting priorities; further voluntary inter-sectoral policy making and implementation are required to better anticipate and reduce these institutional limitations:

In coastal areas these challenges are further exacerbated due to the higher development pressure in relation to the concentration of human activities in a narrow coastal strip. Adapted transitional solutions and targets are the more needed to ensure environmental and socio-economic conditions in coastal areas will not be further be altered.

(b) Opportunities

However, many positive outcomes are already visible and bearing a measurable impact on improved quality of life all around the Mediterranean coastal areas:

- Environmental and risks awareness is increasing among citizens and decision makers
- More environmentally-friendly policies and actions are being adopted at national level
- Integrated urban planning taking into account revitalisation schemes for ancient urban centres and transformation of unused industrial port areas are becoming operational
- The importance of integrated rural development projects to maintain agriculture in coastal areas is recognised and legal measures introduced to protect

(c) Some proposed avenues for balanced development according to the Blue Plan

- The Mediterranean region as a test-bed for co-development approaches
- Decoupling environment pressures and economic development
- Revitalise the hinterland and ease pressure on coastal areas
- Strengthen coastal policies, including by developing an ICAM Protocol
- Regulate tourism, taking into account carrying capacity, developing economic instruments (taxes) and sustainable development initiatives e.g. Local Agenda 21.

3.5 Principles

A set of principles provides a framework and pathway for developing and implementing ICAM programs and projects under PAP/RAC. They should convey and encompass the overriding dimension of the precautionary principle. Such principles are:

- Integrated participative coastal area management and planning approaches are developed as the most appropriate way to conciliating economic, social and environmental benefits in coastal regions
- Natural coastal resources are managed in a sustainable way to ensure inter-generational equity in access and use of these resources
- Coastal and marine natural and cultural heritages are long term public assets not to be compromised by short-term decisions and developments
- Risks assessments convey the importance of pro-active management
- Public understanding and appreciation of coastal values are fostered and facilitated over time

3.6 STRATEGIC OBJECTIVES

A set of strategic objectives could be defined and grouped in four overarching programme orientations:

Catalyse

- To promote PAP/RAC as the lead centre to catalyse activities supporting the implementation of the sustainable coastal management process by Contracting Parties
- To promote the mainstreaming of coastal management activities and a significant change in level of activities
- To ensure complementarities and synergy of ICM initiatives within the Mediterranean
- To help secure durable financing for ICM

Develop

- To encourage Contracting Parties to define their coastal zone priorities based on risk analysis
- To promote application of ICM approaches at eco-regional level
- To continue to identify and address emerging ICM thematic priorities
- To continue to develop ICM methodology and best practices for the Mediterranean

Communicate

- To support and facilitate communication mechanisms and channels between and among Contracting Parties
- To capitalise on existing knowledge, support Contracting Parties in developing their knowledge base and access to information

Implement

- To build capacity to implement existing laws and future ICAM protocol
- To work at local level, e.g. making best use of CAMP projects and improve them

4. Work plan

This section provides a detailed set of operational objectives articulated around each strategic objective. For each operational objective the following elements are identified: actions, monitoring, reporting, and partners. A distinction will be made between one off objectives (one biennium) and continuous objectives (more than one biennium).

STRATEGIC ORIENTATION	CATALYSE			
Strategic objective	To promote PAP/RAC as lead centre to catalyse activities	To promote mainstreaming of ICM activities	To ensure complementarities and synergies of initiatives	To help secure sustainable financing
Operational Objective(s)	1. Strengthen focused assistance to countries 2. Increase PAP's impact on developing and implementation of ICM methodologies at national level 3. Work closely in tandem with Blue Plan, SPA/RAC, ERS/RAC and other RACs	1. Balance scale and objectives of PAP projects with implementation capacity of national and local involved institutions 2. Refocus priority topics for CAMP projects 3. Refocus collaboration topics with RACs	1. Support joint EU-MAP programming (e.g. SMAP) on ICAM 2. CP to follow-up on implementation of MCSD recommendations and ICAM component of MSSD 3. Develop sub-regional, national and local strategies, programmes and action plans	1. To secure larger share of financing for CAMP projects 2. Promote participation of private funding in support of ICAM and CAMP projects 3. Establish partnership with private funding at implementation level
Action(s)	1.1 Assist countries in implementing the regional strategy 1.2 Assist countries in preparing their national and local strategies and programs for ICAM 2.1 Develop ICAM tools, methodologies and instruments in relation to marine spatial planning, coastal information systems, EIA and SEA, urban development, landscape management, transport planning, natural resources management (water, soil), beach management, economic valuation, carrying capacity assessments in tourism, and ICARM 3.1 Develop training in prospective	1.1 Make assessment of capacity and willingness for implementation of existing CAMP resolutions at CP level 2.1 Make survey among CP on their priorities for next generation CAMP 3.1 Meet with RACs to agree on priority topics for next generation CAMP	1.1 Establish joint programming unit 2.1 NFP to report on implementation by authorities of MCSD recommendations and ICAM component of MSSD 3.1 PAP/RAC to support national and local authorities in preparing /implementing mutually-supportive ICAM strategies and programmes	1.1 Draft partnership agreement to support CAMP financing 2.1 Identify areas of ICAM and CAMP activities open for private co-funding 2.2 Contact potential private funding partners 3.1 Draft partnership agreement to support post CAMP implementation

	studies and remote sensing as CAMP activities			
Target(s)	1.1 Countries request guidance for implementing regional strategy 2.1 At least 2 to 3 new themes for testing tools and instruments are selected 3.1, a joint training package is prepared	1.1 Assessment report on implementation capacity 2.1 Survey report 3.1 Meeting report	1.1, one joint program agreed upon 2.1 Some MSCD and MSSD recommendations are endorsed by relevant national authorities 3.1 At least 3 authorities in former CAMP projects prepare and/or implement national ICAM strategies	1.1 Review report 2.1 Feasibility report 2.2 Review report 3.1 One partnership agreement with major private funding source
Monitoring/ indicator	1.1 Official request by NFC to CP 2.1 2 to 3 tools and instruments selected 3.1 Training package available	1.1 Assessment report available 2.1 Survey report available 3.1 Meeting report available	1.1 Agreement signed 2.1 Development and environmental national policies and strategies include MSCD and MSSD recommendations 3.1 At least 2 to 3 national authorities have prepared and/or are implementing a national ICAM strategy	1.1 Review report available 2.1 Feasibility report published 2.2 Review report available 3.1 Agreement signed
Reporting	1.1 and 2.1 Communication to NFC 3.1 Annual activity report	1.1, 2.1, 3.1 Annual activity report	1.1, 2.1 and 3.1 Annual activity report	1.1, 2.1, 2.2, 2.1 Annual activity report
Partners	1.1 NFC 2.1 NFC, CAMP experts and partners 3.1 Blue Plan	1.1 Experts, 2.1 CP FP, 3.1 RAC	1.1 EU DG Environment 2.1 and 3.1 NFC and relevant national authorities	1.1 Countries 2.1 Experts 2.2 Experts 3.1 Private partner(s)
Assumptions	PAP/RAC's is endorsed as lead centre to catalyse ICAM activities at national level	CP agree on priority areas for next generation CAMP and provide adequate resources	Parties have identified and agreed upon areas in need of complementarities and synergy Dedicated resources are available	Potentially interested private partners are identified and contacted
Risks	Lack of political support	Too many priorities Too limited resources allocated	Parties do not agree on priority areas for collaboration and/or do not allocate sufficient resources	No private partner joins in

STRATEGIC ORIENTATION	DEVELOP			
Strategic objective	To encourage CP to define coastal management priorities based on risk analysis ¹	To promote application of ICM approaches at eco-regional level ¹	To continue to identify and address emerging ICM thematic priorities	To continue to develop ICM methodology and best practices for the Mediterranean
Operational Objective(s)	1. Guidelines for risk analysis (natural and industrial) in coastal areas are drafted 2. CP use risk analysis in coastal planning and management priorities	1. Analyse the significance and added-value of an eco-regional approach to ICM	1. Analyse existing ICAM thematic priorities and explore areas for potential expansion over the next decade	1. Develop and test via CAMP value added range of new ICM methodology and best practices 2. Formalise new methodological instruments and tools
Action(s)	1.1 A group of experts drafts guidelines for comprehensive risk analysis in coastal areas 2.1 Risk prevention within urban development plans are drafted in selected pilot sites	1.1. Proposal for a feasibility study for a work programme on eco-regions 1.2 Selection of a test eco-region and identification of ICAM issues to address	1.1 Proposal for a prospective study on potential new thematic and innovative areas in ICAM	1.1 Authorities in new CAMP projects develop and test new methodologies, tools and instruments as elaborated in Catalyse/Action 2.1 2.1 A group of expert works on formalising the new ICAM methodologies
Target(s)	1.1 a concise step by step guidebook is published 2.1 (a) 2 to 3 sites selected and (b) 2 to 3 plans drafted	1.1 Feasibility study available 1.2 One eco-region selected and priority focus issues identified	1.1 Prospective study available	1.1 A set of new methodologies are tested 2.1 A set of new methodologies are formalised
Monitoring/indicator	1.1 Guidebook available and distributed 2.1 Published plans	1.1 and 1.2 Feasibility study submitted to next NFC meeting	1.1 Prospective study submitted to next NFC meeting	1.1 CAMP experts report to NFC 2.1 A set of new formalised tools and instruments is available
Reporting	1.1 and 2.1 Annual activity report	1.1 and 1.2 Annual activity report	1.1 Annual activity report	1.1 and 2.1 Annual activity report
Partners	1.1 Risk analysis experts 2.1 CP, industries, local governments,	1.1 and 1.2 Experts	1.1 Experts, BP/RAC	1.1 CAMP Experts and partners 2.1 CAMP experts
Assumptions	A critical level of CAMP activities on risks analysis is achieved to provide comprehensive and representative input material for guidelines	The eco-region approach provides a test bed for the newly proposed complementary focus on sub-regional activities	Identifying new thematic and innovative areas helps PAP/RAC keep at the forefront of ICM methodologies and practice	A critical level of CAMP activities is achieved to provide comprehensive and representative input material for formalising new methodologies and best practices
Risks	Guidelines lack pragmatic examples based on CAMP activities	The feasibility study concludes the eco-region approach is not appropriate	Already validated themes are neglected in new programs	Input material is too limited for allowing formalisation

¹This strategic objective could become an operational objective of the fourth strategic objective in this group (this applies also to marine spatial planning and landscape management)

Strategic orientation	COMMUNICATE	
Strategic objective	To support and facilitate communication mechanisms and channels between and among CP	To capitalise on existing knowledge, support CP in developing their knowledge base and access to information
Operational Objective(s)	1. Strengthen and provide further services available from PAP/RAC “Clearing House” platform	1. Increase awareness among key decision-makers of CAMP process as basis for improved and prioritised implementation of ICAM 2. Communicate on PAP’s added value in the development of ICM methodologies
Action(s)	1.1 Continue traditional and internet-based training courses (MedOpen) 1.2 Facilitate exchange of information on ICAM through “clearing house” mechanism, maintaining the informative web-site, publishing and disseminating guidelines, thematic papers, programme results and other achievements	1.1 Sub-regional round tables to assess impact and implementation of CAMP projects 1.2 Analyse at national level lessons learned from implementation of ICAM programs and projects 2.1 Draft paper on lessons learned and new value-added PAP’s expertise in ICM methodology
Target(s)	1.1 At least 5 new registered MepOpen users 1.2 Increase by 50% the dissemination of existing reference documents	1.1 At least 3 sub-regional round tables are organised 2.1 Draft paper available endorsed by NFC
Monitoring/ indicator	1.1 Number of new MedOpen users 1.2 Number of references requested	1.1 Adoption in national programs of some recommendations from national CAMP projects 2.1 Draft paper adopted and published
Reporting	1.1 and 1.2 Annual activity report	1.1 Evaluation mission 2.1 Communication to next FP meeting
Partners	NFC, CAMP experts, information system experts	1.1 National agencies / ministries, CAMP experts 2.1 NFC, Camp experts
Assumptions	Demand for Internet-based training will increase The “clearing house” platform is at the forefront of innovation in ICAM capacity building	Suitable information and indicators are available for comparative assessment of CAMP implementation Decision-makers have access to information on practical guidelines and tools
Risks	Demand for Internet-based training keeps at a sub-optimal threshold Other international organisations develop similar offer in the region	Information is not easily accessible and implementable by decision-makers

Strategic orientation	IMPLEMENT	
Strategic objective	To build capacity to implement existing laws and future ICAM protocol	To work at local level, e.g. making best use of CAMP projects and improve them
Operational Objective(s)	1. Train key national legislative and regulation authorities and experts in the practical implementation of coastal related laws and the new ICAM Protocol	1. To monitor at national level the impact of implementing ICAM initiatives at local level among Contracting Parties, especially in relation to balancing development and environment
Action(s)	1.1 Organise a series of seminars in relation to the application of laws and ICAM protocol	1.1 Define set of impact implementation indicators at program and project levels
Target(s)	1.1 Series of national and one regional seminars	1.1 A set of impact implementation indicators
Monitoring/ indicator	1.1 Workshops completed	1.1 Set of indicators is published
Reporting	1.1 Annual activity reports	1.1 Annual activity report
Partners	1.1 National legal and regulatory authorities and experts involved in coastal areas and issues	1.1 Experts
Assumptions	The ICAM Protocol is adopted by the end of 2006	Impact implementation indicators can be easily and rapidly defined
Risks	The ICAM Protocol is not adopted	The appropriate set of indicators can not be agreed upon, especially how many