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TOWARDS A BETTER COORDINATION AND INTEGRATION OF ACTIVITIES WITHIN MAP CAMPs

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I Background information

1. At the fifth meeting of MED Unit and Regional Activity Centres discussing the programme of MAP which was held in La Valletta on 19-20 September, a question was raised, among others, concerning a better coordination, integrability and integration of activities in MAP Coastal Area Management Programmes. Contributing to the discussion, Mr. B. Glass presented a paper entitled "Pour une amélioration de la démarche PAC" and Mr. A. Saied presented a table entitled "Méthodologie et coordination entre les intervenants sur le CAMP".

2. The representatives of PAP commented on those two documents. Their comments will be verified in the meeting report. A proposal was given that a document be prepared, as a contribution of PAP to the improvement of the implementation of CAMPS, which would tackle in detail the following issues:

- allotment of tasks to the MAP components and coordination of CAMPs;
- integrability of various MAP activities within CAMPs; and
- application of tools securing a smooth integration and coordination in the preparatory and implementation phases of CAMPs.

3. The present document has been drafted as one of the basis for defining the entire procedure of managing CAMPs.

4. The starting basis for the preparation of this document has been "Coastal Area Management Programme (CAMP) - Progress Report 1992" (UNEP(OCA)/MED/WG.56/2) prepared for the meeting in La Valletta, the targets of the Genoa Declaration and, particularly, a part of the conclusions of the UNCED Conference held in Rio referring to the integrated coastal zone management (Agenda 21, Chapter 17).

II Experiences in the hitherto coordination and integration of activities within CAMPs

5. CAMPs are a form of area-specific activities of MAP. The philosophy of CAMPs is based on the integration of knowledge and experience obtained through all the components of MAP which are being implemented in the projects carried out in selected areas of the Mediterranean region.

6. Programming of CAMPs and the formulation of relevant Agreements for CAMPs were being made through a selection of activities from the entire expertise of MAP which was, in its largest part, contained in a check-list. Criteria for the selection of activities were the following:

- need for the implementation of provisions set out in the Protocols signed by the Mediterranean countries;

- need for resolving environmental problems in the areas covered by CAMPs;

- need for providing the basis for the implementation of the process of integrated planning and management of coastal areas.

7. The to date experience in the preparation of CAMPs shows a comparatively low degree of integration of individual activities within CAMPs, unlike the principal aim of CAMPs which should be a high degree of integration. By reaching this aim, the complex structure of MAP activities and their contents would render capable of yielding synergic effects, meaning that the combined (integrated) effects of individual parts of MAP would be larger than the effect of the sum total of the activities alone.

8. A particular drawback of the past practice lies in the fact that the Agreements envisaged only the outputs of each individual activity without a final document covering the entire CAMP which should have presented the integrated effects of all the activities. The recognized weak points in the implementation of CAMPs clearly call for the preparation of such a document.

III Allotment of tasks and co-ordination between MAP programmes

9. The first step in drafting the concept of CAMPs is to define and allot the tasks each component of MAP is to pursue, as well as to determine the procedure of co-ordination in preparing CAMPs. At the meeting in La Valletta, a consensus was reached on several of these issues. Firstly, a modus operandi was proposed for the preparation and co-ordination of CAMPs and, secondly, a table showing the allotment of tasks to various programmes of MAP was discussed. Table 1. contains its elaborated version breaking down the entire procedure in three phases (preparation, implementation, and the concluding phase) and placing the onus on the final document of CAMP.

IV Integration of CAMP activities

10. In programming CAMPs, account should be taken, from the very beginning, of the type of mutual influences of various activities. The degree of integration between the activities reached in the hitherto implementation of CAMPs seems more the result of a certain inertia than a continuous co-ordination. What should, of course, be taken into account are the objective difficulties obstructing the co-ordination, those financial as much as institutional, faced in MAP as well as in the host countries.

11. Each activity could be claimed of possessing a certain degree of integrability, which is here understood as the necessity of establishing linkages and interrelations between individual activities. This means that the implementation of one activity requires the inputs of other activities. The larger is the number of needed inputs and outputs, the higher is the degree of

Table 1. MAP-CAMPS: ALLOTMENT OF TASKS AND COORDINATION

Activity / Responsability	Contract. Parties	Individual countries	MEDU	MEDPOL	REMPEC	PAP	BP	SPA	APM	Remarks
I PREPARATORY PHASE										
1. Knowledge of national and site-specific problems		X =	X							Integration with MAP Programmes through MEDU
2. Approval for CAMPs	X =	X	X							
3. Selection of programme area		X =	X							
4. Data collection		X =	X			X	X			Integration with MAP Programmes through MEDU
5. Programme proposal		X	X =							Integration with MAP Programmes through MEDU
6. Contract signing		X =	X =							
7. Reporting to the Bureau and the Contracting Par.	X		X =							
II IMPLEMENTATION PHASE										
8. LBSP, Dumping and Monitoring		X		X =	X					
9. Solid and Liquid Waste and monitoring		X		X		X =				
10. MARPOL + Monitoring		X		X	X =					
11. Water resources manag.		X				X =				
12. Climatic changes		X	X =							
13. Renewable sources of en.		X				X =				
14. Historic settlements		X							X =	
15. GIS		X				X =				
16. Enviror./develop.scenarios		X					X =			
17. SPA		X						X =		
18. Particular cases		X	X							Integration with MAP Programmes through MEDU
19. EIA		X				X =				
20. Legisl. & institut. arrangements		X	X =							
21. Integrated planning		X				X =				
III FINAL (INTEGRATION) PHASE										
22. Final (integrative) management report		X	X =							Through task team force
23. Presentation of results		X	X =							
24. Dissemination of outputs			X =							
25. Terminal report to the Contracting Parties	X		X =							

integrability of an action. Two activities can be strongly linked mutually, each at the same time possessing a degree of integrability different from the other. For example, an integrated planning study would hardly be complete without benefiting from the results of an SPA study or from various other activities of CAMP, whereas the work on an SPA study may be relatively independent. This means that an integrated planning study has to possess a higher degree of integrability than an SPA study. All this should, of course, be reflected on the workplan of both activities.

11. With reference to Table 1, points 8-21, and the definition of integrability, the activities of MAP is possible to divide into the following groups:

- low degree of integrability: MARPOL, EIA;
- medium degree of integrability: LBS, Solid and liquid waste, water resources, renewable sources of energy, historic settlements, SPA, legislative and institutional arrangements;
- high degree of integrability: climatic changes, GIS, environment-development scenarios, integrated planning.

12. Although a certain level of integration has been already reached, the issue of integration should be given much more thought in preparing and implementing the future CAMPs. What would be advisable to use, are the existing methodological techniques and tools which are simple, rational and easy to understand, as well as softwares which are user-friendly and not costly. It would also be advisable to divide these techniques on two levels of use:

- in the preparatory phase (programming of CAMPs); and
- in the implementation phase (project managing).

13. The <u>preparatory phase</u> of CAMPs includes approval, selection of activities, collection of data, preparation, adoption and presentation of Agreements. The past experience speaks of the fact that the integrative character of CAMPs remained mostly unclear to the authorities of host countries. Therefore, the simplest techniques are advisable to use in this phase of the process.

14. The following techniques are proposed:

(c) <u>Gantt chart,</u> which provides tables containing information on individual activities and their graphical presentation in the form of bar charts. All the activities should be shown on one table, while the workplan for each activity should be divided into 2-3 main phases. This would correct the impression one may have of an overcramping of activities in some phases of CAMP preparation. This also enables one to see if the timing of activities is logical. Figure 1 gives a simplified Gantt chart on the example of CAMP "Fuka".

(b) <u>Matrices</u> of activities wherein the interrelations of various

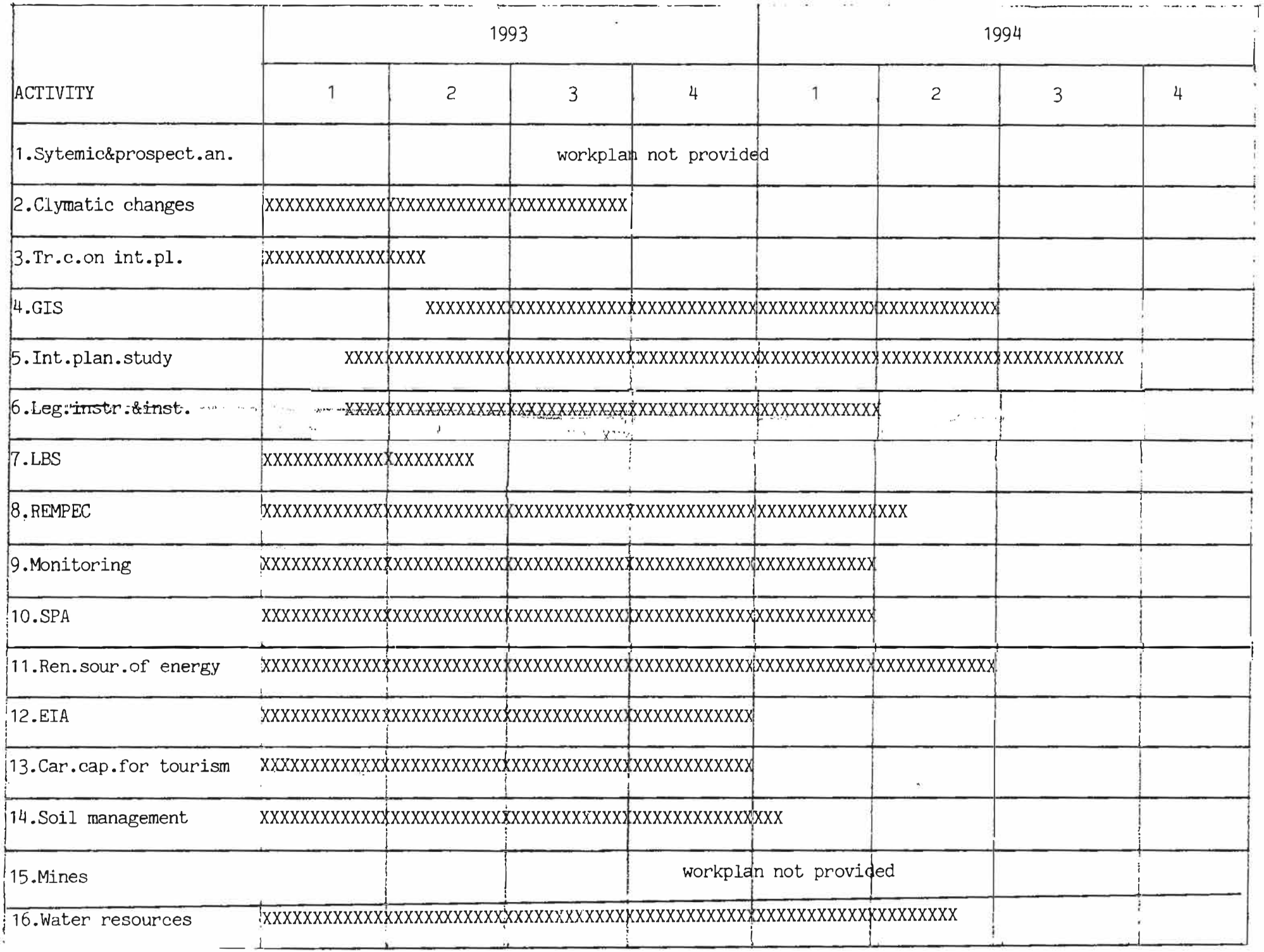

Figure 1. A simplified Gantt chart for CAMP "Fuka-Egypt"

INPUTS / OUTPUTS	Syst.anal.	Cl.changes	TC on IP	GIS	In.pl.st.	Legal&inst.	LBS	REMPEC	Monitoring	SPA	Ren.s.en.	EIA	CCA tour.	Soil	Mines	Water	Final rep.
Syst.anal.		3			3					1	2		2	2		2	3
Cl.Changes	2			2	3					1	2		2	2		3	3
T.C.on I.P.					3												3
GIS	2	2	1		3				2	2	2	1	3	3		2	3
In .pl st.	2	3	3			2				1	2		2	2		2	3
Legal&inst.	2				2		3	3	3	3							3
LBS		1			2	3			3			1				3	3
REMPEC					1	3			2				1				3
Monitoring		2			1	3	3	3				1				2	3
SPA					2	3							3				3
Ren.s.en.	2	2			2								2				3
EIA					1		2		2								3
CCA tour.					2					3						2	3
Soil		2			2											2	3
Mines					2	2							2				3
Water	2	3			3								3			2	3
Final report																	

empty box = no significant relevance

1 = small relevance

2 = medium relevance

3 = high relevance

Figure 2. Matrix of activities - example of CAMP "Fuka"

ACTIVITY	INPUTS(from other activities)	OUTPUTS(to other activities)
1.Systemic and prosp.an.	GIS	Int.pl.study, Climatic changes, Legal instr.& inst.arr., CCA for tourism, Water res.
2. Climatic changes	Int.pl.study, GIS Prosp.analysis, Water resources	Int.pl.study, CCA for tourism, Water res.
3.Training course on integrated planning		Integrated planning study
4.GIS	Data	Int.pl.study, Climatic changes,CCA for tour., Soil management
5.Integrated planning	Syst.and pros.an. GIS, Water res., T.C.on int.pl.,LBS SPA, Water res., Legal&inst., Ren. sources of en., Soil man.	Climatic ch., Water res. SPA, RSE,CCA for tour.
6.Legal instruments & inst.arrangements	Integrated pl.st.	Integrated pla.st.,LBS Monitoring, REMPEC
7.LBS	Monitoring	Int.pl.st.,Legal&inst.
8.REMPEC		
9.Monitoring		LBS,Legal&inst.,Int. pl.study
10.SPA	GIS,	Int.pl.study, CCA for tourism
11.Renewable sources of energy	Syst.&prosp.an., Int.pl.study,	Int.pl.study, CCA for tourism,
12.EIA	Monitoring	
13.Carrying capacity for tourism	GIS, Int.pl.study, Syst.&prosp.an., Water res., SPA,	
14.Soil management	GIS,Climatic chan.	Int.pl.st.,Water res.
15.Mines		
16.Water resources	Syst.&pros.an., Int.pl.st.,Monit. Soil management	Int.pl.study

Table 2. Interrelationships among activities in CAMP "Fuka"

activities would be inserted, according to the importance of their outputs with regard to their use as inputs for other activities. In other words, a matrix does not show a degree of integrability of one or another activity. This is, however, possible to arrive at indirectly by determining the number of outputs of a particular activity which are important for other CAMP activities. Figure 2 is an example of such a matrix on the example of CAMP "Fuka". The importance of outputs is graded 1-3, where 3 stands for a very high importance.

(c) Tables, which would show in a simple way, the relation of each activity with other CAMP activities. The tables would, for each activity, contain the names of other activities which have an influence on it (inputs), as well as other activities which are under its influence (outputs). Table 2 shows the example of CAMP "Fuka".

15. It is here proposed that each CAMP Agreement contain all graphical annexes described in point 14.

V MANAGEMENT METHODS IN CAMPs

16. Modus operandi for the implementation of CAMPs produced at the meeting in La Valletta is a good framework for their co-ordination and management. However, providing only the major prerequisites for a successful implementation of CAMPs it does not deal with the tools and techniques of implementation. What is needed here is a well developed technique of managing CAMPs, which would be the task of the main co-ordinator and which would allow a permanent survey of the activities carried out within CAMPs. The co-ordinator would thus be able to intervene in the cases where the progress of some of the activities is not as envisaged. Since we deal here with very complex projects, it is of utmost importance to provide the main co-ordinator with the possibility to establish integration, in a comparatively simple way, between various activities literally at any moment of the implementation process.

17. Here are proposed, as an example, somewhat more sophisticated techniques than those listed in point 14:

(a) PERT (programme evaluation and review technique) which enables a graphical presentation of linkages between the tasks which are the integral part of CAMP activities. This technique is useful for scheduling a larger number of interrelated tasks, as well as for a periodical readjusting of schedules, the aim being to complete the activities regardless of unpredicted events or circumstances.

(b) CPM (critical path method) is used as a technique for determining the "optimal solution" (implementation schedule) which enables an activity to be completed within a minimal feasible time with the most efficient use of resources.

18. These techniques are already well-known, widely used and, as we see it, may be very useful in managing CAMPs. One can say that CPM

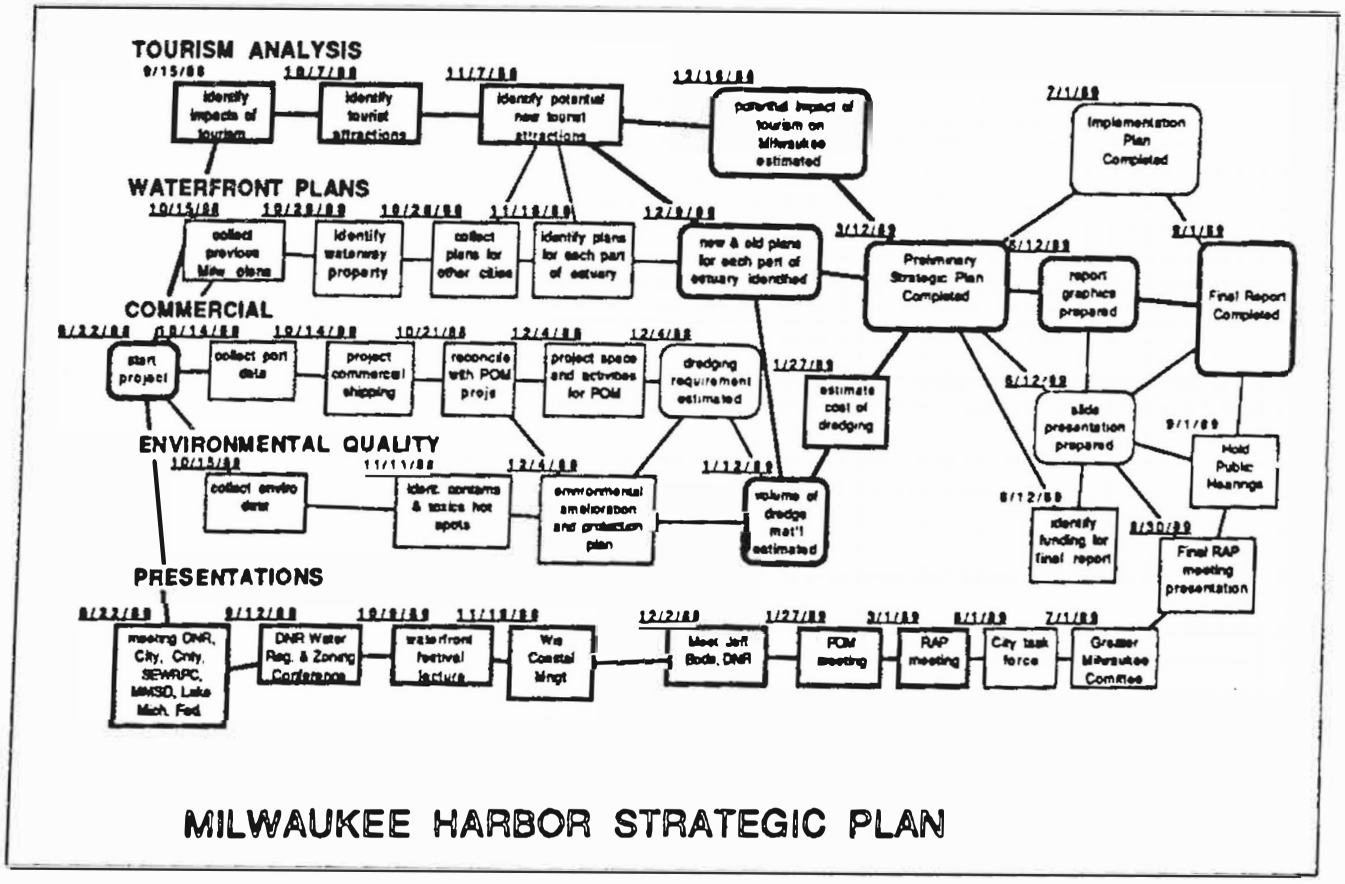

Figure 3. An example of the combination of CPM and PERT chart

is an analytical technique. But it can be graphically presented on a PERT chart. Figure 3 gives an example of such combining. The application of these two techniques is now facilitated by the use of relevant softwares (TimeLine, ViewPoint and others) which are user-friendly and comparatively cheap (up to US$ 1,000).