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## MEDITERRANEAN ACTION PLAN

Fifth Meeting of MED Unit and Regional  
Activity Centres (RAC) on MAP programme

Malta, 19-20 September 1992

## **REPORT OF THE FIFTH MEETING OF MED UNIT AND REGIONAL ACTIVITY CENTRES (RAC) ON MAP PROGRAMME**

## Introduction

1. The Seventh Ordinary Meeting of the Contracting Parties (Cairo, 8-11 October 1991) recognized the importance of the newly established exercise of the Coastal Areas Management Programme (CAMP) as an important element towards the development of environmentally sound integrated planning and management of the Mediterranean coastal region. The experience gained through the implementation of the first four CAMP projects (Kastela Bay, Izmir Bay, the Island of Rhodes and the Syrian Coast) has led the Contracting Parties during their Seventh Ordinary Meeting to recommend that work should be continued on the four on-going projects and approved two more projects (Fuka-Matrouh, Egypt and Sfax, Tunisia) as well as the preparation for three new projects (Albania, Algeria and Morocco).

With a view to benefit from the experience gained during the implementation of the first four projects and to pinpoint the main obstacles and problems encountered in order to avoid them during the implementation of the new group of CAMPs, it was agreed at the Co-ordinating Unit that it was a high time to convene a meeting of MEDU and RAC Directors to critically evaluate the on-going four projects on the basis of the synthesis agreed upon during the Fourth Meeting of MEDU and RACs (Athens, 14-16 January 1992) regarding the procedure to improve the activities, results and effects of the CAMP exercise (UNEP(OCA)/WG.56/2, paragraph 45).

2. The Fifth Meeting of the MED Unit and Regional Activity Centres (RAC) on MAP programme was devoted entirely to the CAMP projects. The Meeting was generously hosted by the Foundation for International Studies, at its premises in Malta, on 19-20 September 1992.

3. Professor S. Busuttil, MAP Co-ordinator chaired the meeting and Mr. I Dharat, Senior Programme Officer, MAP, acted as the technical secretary of the meeting.

4. Professional staff of the Co-ordinating Unit and all RAC Directors were present. The list of participants is attached as Annex I to this report.

### Agenda item 1 - Opening of the Meeting

5. The meeting was opened by Professor S. Busuttil, who welcomed the participants and pointed out that the meeting is being held in the premises of the Foundation for International Studies which celebrates the 4th anniversary of its establishment. He informed the meeting that this morning, the Deputy Prime Minister and Minister of Foreign Affairs of Malta attended the closing session of a successful MAP meeting on climatic changes. He pointed out that the objectives of the Fifth RAC meeting were to evaluate what has been done so far, review the philosophy, structure and strategy of the CAMP exercise, as well as the weak and the successful sides of this exercise. Any necessary changes to foster this exercise have to be agreed upon and implemented.

### Agenda item 2 - Adoption of the agenda and organization of work

6. The meeting approved the provisional agenda contained in document UNEP(OCA)/MED WG.56/1 with minor changes. The agenda is attached as Annex II and the list of documents is attached as Annex III to this report.

**Agenda item 3 - Progress report by the Co-ordinator on the implementation of the CAMPs' projects during 1992:**

7. The Co-ordinator presented the 1992 Progress Report on the Coastal Areas Management Programme (CAMP) contained in document UNEP(OCA)/MED WG.56/2. He emphasized that a CAMP exercise offers the best possible type of projects for MAP as well as an excellent opportunity to work closely with RACs in a joint team, which is, unfortunately, still lacking. He outlined in particular some of the main problems facing the implementation of the Rhodes project which were related to the financial input of the European Investment Bank (EIB). After briefing the meeting of this long consultation sessions with the Greek authorities and the EIB officials, he pointed out that it was evident from the last meeting with the high-ranking officials of the EIB, held in Luxembourg on 15 July 1992, that the Bank has finally agreed to entrust the coordination function of the Bank's contribution, to MAP. The modalities of this understanding will be negotiated with the Bank and the Greek authorities.

8. The Senior Programme Officer of MAP Mr. I. Dharat, explained to the participants the structure of the progress report and very briefly introduced the on-going CAMP project under his supervision, namely, the Rhodes project for which a presentation Conference will be held in Rhodes on 15 and 16 December 1992 with a view to present to the Greek authorities the main outputs of the project produced up to now. The Conference will be attended by a MAP delegation headed by Professor S. Busuttil. EEC and EIB representatives will be invited to the Conference. He drew the attention of the participants to the report of the technical group entrusted with the preparation of the Conference.

Mr. Dharat also introduced the Syrian project, a CAMP project under the supervision of Mr. F.S. Civili, who was not able to participate in the meeting due to the fact that he had to be at the Co-ordinating Unit in Athens.

Furthermore, he drew the attention of the meeting to the proposal of recruiting a junior staff to assist the office to cope with the increased number of CAMP projects. He pointed out that the proposal will be submitted to the forthcoming Bureau meeting (Cairo, 9-10 November 1992).

9. A brief general discussion took place in regard to the Rhodes and the Syrian projects during which the Director of PAP/RAC, Mr. A. Pavasovic, stated that within the framework of activities entrusted to his Centre, all of them have been completed. GIS, EIA and the integrated planning study, except two sectorial activities still pending on water resources and liquid wastes which were depending on the EIB contribution. As regards the Syrian project, he pointed out that the EIA, and the GIS, including training courses have been successfully completed. He informed the participants that he paid a visit to Syria from 14 to 17 of May 1992, during which he presented the Coastal Zone Management Plan to the Syrian authorities which requested PAP/RAC to prepare a follow-up programme.

10. The Director of REMPEC, Mr. J.C. Sainlos, stated that with regard to the Rhodes project and the need for a local contingency plan, he expressed the view that Greece is a well organized country in this respect, however, he is ready to initiate work on the issue of local contingency plan conditioned that the request should come from the national authorities. With regard to the Syrian project, the Syrian authorities have approached the Centre for assistance in regard to the preparation of a national contingency plan, as well as the preparation of a national seminar on oil pollution combating.

11. The Director of SPA/RAC, Mr. M. Saied pointed out that his Centre has recruited a consultant to prepare a study on the Butterfly Valley of Rhodes as well as on sensitive areas needing protection. The Consultant has not up to now presented his report.

12. The Senior Marine Scientist, of MAP Mr. L. Jeftic, pointed that the draft report on implications of climatic changes on Rhodes was presented during this week during the Meeting of Mediterranean Experts held in Malta, and the final version will be presented on the 14th December during the presentation Conference to be held in Rhodes. As far as the Syrian project is concerned, the LBS survey is underway of which WHO is the leading agency. The monitoring programme is an on-going project for Syria for the last few years. The draft report on implications of climatic changes on the Syrian coast was presented this week and the final version will be ready during November 1992.

13. The expert from BP/RAC, Mr. A. Hoballah briefed the meeting on the BP mission to Syria last July. After a brief discussion, it was agreed that in organizing separate missions to countries by the Regional Activity Centres, close coordination is needed, in order to avoid duplication of work and any misunderstanding and confusion.

14. The Director of the Centre for 100 Historic Sites, Mr. D. Drocourt, informed the meeting that a good contact has been achieved with the Syrian Focal Point during the Thessaloniki Experts' meeting (June 1992). As there were no real activities in Syria during 1992 and upon a request from the Syrian Focal Point, the Marseille Centre will initiate contacts with the Director of the Antiquity Department of Syria with a view to prepare a programme for cooperation.

15. The Senior Marine Scientist of MAP, Mr. L. Jeftic briefly introduced the two on-going projects under his supervision, namely, Kastela Bay and Izmir Bay. He pointed out that substantive progress has been achieved in relation to the Kastela Bay project, nevertheless, it is still premature to organize a meeting of the final outcome of the project to the relevant authorities.

The Director of PAP/RAC pointed out that the GIS training course for national experts, within the Kastela Bay project was completed and results were presented to the authorities. The assessment and risk management report is still to be completed.

16. With regard to the Izmir Bay project, Mr. Jeftic pointed out that no response has been received from the Turkish side to the MAP numerous correspondences. For this reason many activities embodied in the programme for the area were not initiated. This view was also shared by the Director of the BP Centre. The Director of the Marseille Centre expressed the interest of his Centre in the Izmir area, for which he will initiate contacts with the relevant authorities.

At the end of the discussion on the Izmir project, it was agreed that it will be more appropriate not to insist any more for a response from the Turkish side and to finalize the current activities with a view to complete and close the project.

**Agenda item 4 - Critical evaluation of the CAMP projects**

17. Due to the fact that time was very limited to go through all CAMP projects, it was agreed to concentrate on the Albanian project as an example for undertaking the critical evaluation of the CAMP exercise.

18. Mr. L. Jeftic briefly introduced the Albanian CAMP draft project proposal contained in document: UNEP(OCA)/MED WG.56/3. He brought to the attention of the participants the relevant parts of the document and emphasized, in particular, the section relative to the institutional approach. With regard to the missing parts of the Albanian project, he expressed the hope that they will be received soon from the relevant RAC centres.

19. On a proposal from the Co-ordinator and agreed upon by the participants, Mr. E. Scicluna, MAP Consultant, briefed the meeting on the economic component of the Albanian project. He stressed the point that MAP should pursue more efforts in Albania with a view to coordinate the various activities there before other bodies take over. However, he acknowledged that there is a need for a kind of partnerships with international financial institutions.

20. During the general discussion on the critical evaluation of the CAMP projects, the MAP Co-ordinator pointed out that it is important to look at the CAMP exercise as a case of integrated planning and sustainable development. MAP should measure its strength and accept its limitation with a flexible attitude to help and undertake the challenge. MAP partnerships with the EEC, Council of Europe and ICAMAS will, undoubtedly, strengthen MAP's work in Albania. He reminded the participants to see what kind of possible reorientation is needed to make MAP more action oriented towards the real needs of the Contracting Parties and to identify ways and means to strengthen our work in a more coordinated and coherent way. He concluded by saying that there are problems, but we have to work together to solve them and the integrated planning approach is the model on which we can achieve MAP's objectives.

21. The Director of the BP Centre Mr. B. Glass introduced the following "points for discussion" on how to improve the CAMP exercise:

MAP's local intervention, following a Contracting Country's request is a public action that implies the specific commitment of the government concerned which should ensure the mobilization of the local authorities.

(A) Purpose of the CAMP approach:

Referring to:

- recommendations of the Contracting Parties (1987, 1989, 1991);
- views expressed by the socio-economic committees (1990, 1991);
- internal decisions of MEDU and the Directors of the Centres (1990, 1991, 1992);
- proposals of each Centre and mainly those related to an "ecological rational integrated management of the Mediterranean coast", and
- experience gained from the four on-going projects, we should very

clearly define the purpose of a CAMP in order to identify, in close cooperation with the local authorities concerned, MAP's ways and means for intervention towards specifically identified needs.

More specifically, the "Integrated planning" concept that constitutes the framework of the CAMP approach, needs to be clearly formulated and adapted to each country's situation. Rather than using terms that could create misunderstandings, and even negative reactions, it would be better to refer to the "sustainable development" term, as adopted by the UNCED in Rio, and then to consider MAP's "local contribution to sustainable spatial management/planning and development" for a coastal region. The fact that MAP and its Regional Centres are building up a CAMP project will not by itself necessarily mobilize the key decision makers of the region concerned.

Therefore, it is important to evaluate the on-going CAMP approaches, as agreed upon at the previous Directors' meeting, January 1992, before engaging ourselves, through agreements, on new local MAP's contributions.

Considering that the Contracting Parties have not defined a detailed CAMP content, MEDU and the Centres' Directors ought to adjust MAP's contributions, to the budget constraints. The example of the Albanian project shows the relevance of such adjustments.

If we cannot give an answer to a strong external objective (ensure efficiency of the CAMP approach), we could stand on a less ambitious internal MAP/UNEP aim (geographic distribution of means).

(B) Evaluation of the four on-going CAMPS:

Evaluation can be done internally (auto-evaluation) and externally (audit type "means/inputs versus results/outputs" by independent expertise).

Presently, each Centre, according to the agreement, reports on its activity and perception of its role by local/national decision makers. Overall reporting from MEDU presents the degree of a CAMP achievement. But what is the real impact of each CAMP from the point of view of the actors concerned, when some 15 activities are planned for two years minimum, with local contacts and scientific/technical teams, and where their coordination, under the responsibility of an Environment Ministry or so, with limited authority and means are not necessarily properly done ?

BP/RAC has been able to collect, from two 4-month on-site missions to Rhodes and Syria by junior experts, information on the difficulties the local/national coordinators have to face for ensuring efficiency of their "horizontal" role for the achievement of a CAMP. Generally, there are persons with national/local public responsibilities and their availability for the CAMP is limited.

There arises the problem of local monitoring of the whole set of planned activities in addition to similar task for MEDU.

(C) Proposals for improving efficiency of MAP's local contributions (based on the January 1992 Directors' meeting conclusions).

- MAP's local intervention on a Mediterranean country's coastal region that has asked for assistance implies a feasibility study that should come out with:
  - . the interest of the site as a key zone from the development/environment problematic. This supposes a clear identification with prioritization, of the terms of the project;
  - . identification of country's needs, in terms of technical assistance, training, means as well as partners to be mobilized for a certain period;
  - . "inter-ministerial" political willingness to get engaged in a "sustainable spatial management/planning/development" approach starting from an analysis of the political, institutional and administrative system (strategic decisions and key actors game).

- MAP's local contribution should be focused on:

- . preparation of the project team together with a local inter-ministerial group, with clear terms of references;
- . putting together preparatory data and documents to avoid duplication of activities;
- . appropriate organization to allow and ensure proper permanent coordination/monitoring at MEDU and on-site;
- . selection of MAP components' activities according to the features of the site and expressed needs;
- . an official launching of MAP's contribution and closing with a project completion report to the authorities concerned;

MAP's proposed activities for a local contribution need to be revised and adapted for each case according to:

- socio-economic situation and development "model";
- legal and institutional weight of environment authorities;
- local/national public actors availability and technical capacity.

A catalogue of 12-20 types of activities without an overall structural logic should be avoided. In this respect, the Albania case can be a good example.

(D) BP/RAC specific contribution:

Considering the fact that BP/RAC is conducting Mediterranean systemic and prospective studies together with the improvement of the database to allow a continuous observation and evaluation of the Mediterranean environment, its contribution, in conformity with above proposals, can cover:

- collection, analysis and evaluation of data;
- knowledge/analysis of the local system and its relationship with national and Mediterranean/international systems;
- initiation/implementation of a local/national prospective exercise/approach on the Mediterranean coastal region;
- training, through local/regional workshops, on use of systemic and prospective tools.

The above should appear in the Agreement with appropriate means, referring to a "sustainable spatial management/planning/development" logic.

22. The Director of SPA/RAC, Mr. M. Saied introduced to the meeting a proposal in the form of a chart related to the methodology and coordination of the CAMP exercise. The proposal is contained in Annex IV to this report.

23. The Director of PAP/RAC, Mr. A. Pavasovic commented on those two proposals. He pointed out that a document will be prepared by the Centre, 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.

24. The FAO representative pointed out that one of the criticisms for CAMPs is the fact that they contain a list of activities, many of them not linked together to a common specific objective, with no real integrability. This fact could be seen in the progress of the activities, which in many cases proceed independently. He also mentioned that FAO is participating, at an international level, in the preparation of guidelines for Integrated Coastal Zone Management as a follow up to chapter 17 of Agenda 21 of the Rio Conference.

25. Mr. L. Jeftic commented on all previous proposals and he reminded the participants that most of the points raised in the proposals were agreed upon in the past but have not been implemented. He pointed out that section 5. "Institutional framework of the CAMP Albania Proposal" (UNEP(OCA)/MED WG.56/3, p. 8 and 9) contains elements of the mechanism which should ensure appropriate cooperation of MAP components as well as of national and local authorities. Professor S. Busuttil expressed his view that this section of Albania CAMP proposal is a good starting point to propose "Modus operandi" for the work on Coastal Areas Management Programme (CAMP).

26. Due to the limited time, and after a brief general discussion on the BP and SPA proposals, as well as on the general issue of the development and organization of CAMP exercise, it was agreed to refer to these proposals and to the various comments made during the discussion to a working group (L. Jeftic, B. Glass, A. Pavasovic) which was entrusted to develop a "Modus operandi" for the work on Coastal Areas Management Programme (CAMP).

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(\*) The proposal was received at a later date after the conclusion of the meeting. It appears as an Annex V to this report. It is annexed to this report in order to make it available for easy reference for any future action on the three concrete proposals.



27. The working group (L. Jeftic, moderator, B. Glass, A. Pavasovic, J.C. Sainlos, I. Trumbic, E. Scicluna) met on the afternoon of 20 September 1992 at the REMPEC Centre after the closing session of the RAC meeting, and adopted unanimously the Modus operandi presented below to be followed from now on for the preparation and implementation of CAMPs:

**MODUS OPERANDI FOR THE WORK ON COASTAL AREAS  
MANAGEMENT PROGRAMME (CAMP)**

The following actors will participate in the development and implementation of CAMPs:

- Mediterranean Action Plan of UNEP;
- local authorities and institutions;
- national authorities and institutions;
- other international institutions and organizations.

**(A) PARTICIPATION OF MAP**

MAP will participate through:

- Co-ordinating Unit for MAP (Athens);
- Pollution Monitoring and Research Programme (MED POL);
- Priority Actions Programme Regional Activity Centre (PAP/RAC);
- Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea (REMPEC);
- Specially Protected Areas Regional Activity Centre (SPA/RAC);
- Blue Plan Regional Activity Centre (BP/RAC);
- Centre for Historic Sites.

**(B) PARTICIPATION OF NATIONAL INSTITUTIONS**

A national authority/institution will be designated by the respective government to act as a general national co-ordinator for national institutions and experts. Such national co-ordinating authority will co-ordinate all relevant national institutions (financial, economic, planning, development, industry, energy, tourism, sanitation, transportation, water resources, etc.) and will receive necessary scientific, technical, logistical and financial support as envisaged by the agreement and its budget and workplan.

Individual national institutions will participate in the formulation, preparation and implementation of the programme as envisaged by the agreement and its budget and workplan.

List of participating national institutions is to be agreed upon with the national co-ordinating authority.

**(C) PARTICIPATION OF LOCAL AUTHORITIES AND INSTITUTIONS**

Local authorities will be identified by respective government through its national co-ordinating authority, in consultation with the Mediterranean Co-ordinating Unit. National co-ordinating authority will make necessary arrangements in order to ensure the participation of local authorities as well as their co-ordination. Such arrangements will be part of the agreement between the respective government and the Mediterranean Action Plan.

Individual local authorities will participate in the formulation, preparation and implementation of the programme as envisaged by the agreement and its budget and workplan.

List of participating local authorities and institutions is to be agreed upon with the national co-ordinating authority.

**(D) PARTICIPATION OF OTHER INTERNATIONAL INSTITUTIONS AND ORGANIZATIONS**

Other international institutions and organisations could participate in their respective field of competence in accordance with the agreement between the national co-ordinating authority and the Mediterranean Co-ordinating Unit.

List of other international institutions and organisations is to be agreed upon between the national co-ordinating authority and the Mediterranean Co-ordinating Unit.

Examples of such institutions are: EEC, World Bank, EIB, EBRD, international and national financing institutions, UNDP, UN agencies, etc.

Relevant MAP components (BP, PAP, MED POL, SPA, REMPEC, Historic Sites) will be adequately involved in activities implemented by other international organisations/institutions.

**(E) CO-ORDINATION**

MAP will nominate a Chief Co-ordinator for each CAMP.

The Chief Co-ordinator, with all participating MAP components will meet in the preparatory phase of the CAMP in order to set priorities for activities. In this respect, he will provide the participants with a preparatory document, a "feasibility study", that would allow participants to define adequately their respective contribution.

The Chief Co-ordinator will ensure full exchange of information between various activities.

Activities which will be implemented by MAP components will have one Co-ordinator from the side of the respective government and one Co-ordinator from MAP. Activities which will be implemented by other international institutions and organisations will have one Co-ordinator from the side of the respective government and one Co-ordinator to be agreed upon between MAP and respective international institution or organisation.

The Chief Co-ordinator and all Co-ordinators will constitute a Task Team which should meet at least once a year to agree on the detailed programme of work, review progress and consider future plans.

Any activity might establish its own Task Team if the subject is of a complex nature.

**Agenda item 5 - Any other matters**

28. From the experience of the previous meetings of RAC Directors and as it was evident from the discussion during this meeting, the lack of simultaneous translation for the meetings was a major obstacle hindering the smooth operation of the work and causing confusion and in some cases misinterpretation of statements made during the meetings, therefore, it was agreed by all participants that future meetings of RAC Directors should be equipped with simultaneous interpretation (English and French).

29. On the occasion of the meeting a lunch was offered by the Co-ordinator of MAP and a dinner was offered by The Hon. Dr. Ugo Mifsud Bonici, Minister of Education and Human Resources of Malta.

**Agenda item 6 - Adoption of the report of the meeting**

30. The participants agreed that a draft report of the meeting should be sent to all participants for any comments before its finalization.

**Agenda item 7 - Closure of the meeting**

31. The Co-ordinator expressed his thanks and appreciation to all participants for their cooperation and understanding, and declared the meeting closed at 12.00 noon on 20 September 1992.

ANNEX I

LIST OF PARTICIPANTS

REGIONAL ACTIVITY CENTRES OF THE MEDITERRANEAN ACTION PLAN  
CENTRES D'ACTIVITES REGIONALES DU PLAN D'ACTION POUR LA MEDITERRANEE

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## **ANNEX II**

### **AGENDA**

1. Opening of the meeting
2. Adoption of the agenda and organization of work
3. Progress report by the Co-ordinator on the implementation of the CAMPs' projects during 1992
4. Critical evaluation of the CAMP projects
5. Any other matters
6. Adoption of the report of the meeting
7. Closure of the meeting

**ANNEX III**  
**LIST OF DOCUMENTS**

Working documents

UNEP(OCA)/MED WG.56/1	Provisional agenda
UNEP(OCA)/MED WG.56/2	Progress report by the Co-ordinator
UNEP(OCA)/MED WG.56/3	Draft CAMP project for Albania
UNEP(OCA)/MED WG.56/4	Draft CAMP project for Fuka-Matrouh area (Egypt)
UNEP(OCA)/MED WG.56/5	Report of the meeting

Information documents

UNEP(OCA)/MED WG.56/Inf.1	List of documents
UNEP(OCA)/MED WG.56/Inf.2	List of participants

Reference documents

UNEP(OCA)/MED IG.2/4	Report of the Seventh Ordinary Meeting of the Contracting Parties to the Convention for the Protection of the Mediterranean Sea against Pollution and its related Protocols (Cairo, 8-11 October 1991)
UNEP(OCA)/MED WG.25/5	Report of the Joint Meeting of the Scientific and Technical Committee and the Socio-Economic Committee (Athens, 6-10 May 1991)
UNEP(OCA)/MED WG.40/2	Report of the Fourth Meeting of MED Unit and Regional Activity Centres (RAC) on MAP programme (Athens, 14-16 January 1992)



UNEP/BUR/40/5

Report of the Meeting of the Bureau of  
the Contracting Parties to the  
Convention for the Protection of the  
Mediterranean Sea against Pollution and  
its related Protocols (Cairo, 25-26  
February 1992)

"The Bay of Kastela" -

Agreement relative to the Coastal Area Management Programme for the Bay of  
Kastela - Yugoslavia

"The Bay of Izmir" -

Agreement relative to the Coastal Area Management Programme for the Bay of  
Izmir - Turkey

"The Island of Rhodes" -

Agreement relative to the Coastal Area Management Programme for the Island  
of Rhodes - Greece

"The Coastal Region of Syria" -

Agreement relative to the Coastal Area Management Programme for the Coastal  
Region of Syria

## METHODOLOGIE ET COORDINATION ENTRE INTERVENANT SUR LES CAMP

## ANNEX IV

ACTIVITE	PAYS	MEDU	MEDPOL	REMPEC	PAP	PB	SPA	APM	OBS
1/Connaissance des problèmes-nationaux.	X								
2/Sélection CAMP	X	X							Critères
3/Collecter données	X				X	X			
4/Sélection activités Eval. données.	X	X	X	X	X	X	X	X	Réunion in situ.
5/ ACCORD	X	X							
6/Mission d'experts:									
a) LBS Dumping + Monitoring Poll.	X		X	X					
b) Eaux usées déchets + Monitoring Poll.	X		X		X				
c) MARPOL + Monitoring Poll	X		X	X					
d) Eaux ressources	X				X	X			
e) Monitoring Envt. marin	X		X				X		
f) Climatic change	X		X		X	X	X	X	
g) Energies renouvelables/nature.	X				X	X	X		

(Suite).

ACTIVITE	PAYS	MEDU	MEDPOL	REMPEC	PAP	PB	SPA	APM	OBS
h) Historique	X						X	X	
i) GIS Training	X				X	X			
j) Scénarios	X				X	X			
k) SPA	X						X	X	
l) Cas particuliers	X								
m) Législ. Env. Planif.	X	X							
Synthèse. Etudes d'impact Rapport final (Planif. intégrée.)	X	X	X	X	X	X	X	X	Réunion in situ ou Athènes.

Termes de références pour 1 CAMP. (Point de vue env.)

**ANNEX V**

**PROPOSAL BY PAP/RAC CONCERNING  
COASTAL AREAS MANAGEMENT PROGRAMME**

UNITED NATIONS ENVIRONMENT PROGRAMME

TOWARDS A BETTER COORDINATION AND INTEGRATION  
OF ACTIVITIES WITHIN MAP CAMPS

## CONTENTS:

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- I Background information
- II Experiences in the hitherto coordination  
and integration of activities within CAMPs
- III Allotment of tasks and coordination  
between MAP programmes
- IV Integration of CAMP activities
- V Management methods in CAMPs

## **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



Activity Responsability	Contract. Parties	Individual countries	MEDU	MEDPOL	REMPEC	PAP	BP	SPA	APM	Remarks
<u>I PREPARATORY PHASE</u>										
1. Knowledge of national and site-specific problems		X =	X							Integration with MAP Programmes through M
2. Approval for CMPs	X =	X	X							
3. Selection of programme area		X =	X							
4. Data collection		X =	X			X	X			Integration with MAP Programmes through ME
5. Programme proposal		X =	X							Integration with MAP Programmes through ME
6. Contract signing		X =	X =							
7. Reporting to the Bureau and the Contracting Par.	X		X =							
<u>II IMPLEMENTATION PHASE</u>										
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. Environ./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 =				
<u>III FINAL (INTEGRATION) PHASE</u>										
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 preparatory phase 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) Gantt chart, 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) Matrices of activities wherein the interrelations of various

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

ACTIVITY	1993					1994			
	1	2	3	4		1	2	3	4
1. Sytemic&prospect.an.			workplan not provided						
2. Clymatic changes	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX						
3. Tr.c.on int.pl.	XXXXXXXXXXXX	XXXX							
4. GIS		XXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX	XXXXXXXXXXXX		
5. Int.plan.study	XXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	
6. Leg.instr.&inst.	XXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX			
7. LBS	XXXXXXXXXXXX	XXXXXXXXXXXX							
8. REMPEC	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX	XXXX		
9. Monitoring	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX			
10. SPA	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX			
11. Ren.sour.of energy	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX	XXXXXXXXXXXX		
12. EIA	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX					
13. Car.cap.for tourism	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX					
14. Soil management	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXX			
15. Mines						workplan not provided			
16. Water resources	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX		XXXXXXXXXXXX	XXXXXXXXXXXX		

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



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).