

# ASSESSMENT of Coastal Area Management Programme (CAMP) Projects



2015



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## List of Acronyms

BP/RAC	Blue Plan Regional Activity Centre
CAMP	Coastal Area Management Programme
CoP	Conference of Parties
CPs	Contracting Parties (to the Barcelona Convention)
CPPs	Country Pilot Projects
EC	European Commission
EcAp	Ecosystems Approach
EEA	European Environment Agency
EEL	European Environmental Law
EIA	Environmental Impact Assessment
EMFF	European Maritime and Fisheries Fund
ERDF	European Regional development Fund
ERS/RAC	Environment Remote Sensing Regional Activity Centre
EU	European Union
EU MS	EU Member States
FP7	7 <sup>th</sup> Framework Programme
GES	Good Environmental Status
GFCM	General Fisheries Commission for the Mediterranean
GIS	Geographic Information System
ICAM	Integrated Coastal Area Management
ICARM	Integrated Coastal Area and River Basin Management
ICZM	Integrated Coastal Zone Management
INFO/RAC	Information and Communication Regional Activity Centre (ex ERS/RAC)
M&A	Monitoring and Assessment
MAP	Mediterranean Action Plan
MD	Morsko Dobro (Public Enterprise for Coastal Zone Management in Montenegro)
MEDPOL-MAP	Programme for the Assessment and Control of Marine Pollution in the Mediterranean
MEPA	Malta Environment and Planning Authority
MoE	Ministry of Environment
MPAs	Marine Protected Areas
MS	Member States (EU)
MSFD	Marine Strategy Framework Directive
MSP	Marine Spatial Planning
MSSD	Mediterranean Strategy for Sustainable Development
NFPs	National Focal Points
NS	National Strategy
NSICZM	National Strategy for Integrated Coastal Zone Management
NUTS	Nomenclature of territorial units for statistics
NW	North-West
PAP/RAC	Priority Actions Programme Regional Activity Centre
RAC	Regional Activity Centre
RAC/SPA	Regional Activity Centre for Specially Protected Areas
RCC	Regional Development Centre (Koper, Slovenia)
REMPEC	Regional Marine Emergency Response Centre for the Mediterranean Sea

SEA	Strategic Environmental Impact Assessment
SPA/BD	Specially Protected Areas/Biodiversity (Protocol)
SPAMI	Specially Protected Areas of Mediterranean Importance
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WFD	Water Framework Directive
WHO	World Health Organisation
WHO/EURO	WHO Regional Office for Europe

# 1 Executive summary

## 1.1 Context

The Priority Actions Programme Regional Activity Centre (PAP/RAC) of the Mediterranean Action Plan (MAP) is responsible for the co-ordination of the Coastal Area Management Programme (CAMP). The Contracting Parties to the Barcelona Convention, along with UNEP/MAP and PAP/RAC, have requested an assessment to be made of CAMP projects. The purpose of the assessment is to identify the benefits and added value, as well as limitations of an ICZM approach, and to propose policy recommendations for replicating successful examples at a larger scale. The main outcomes of the assessment are:

- Recommendations to enhance the efficiency of implementation of the ICZM process for more long-term impacts on activities, solutions, funding; and
- Strategies related to the future of ICZM in the Mediterranean region.

## 1.2 Methodology

The principal focus of the assessment is an outcome and impact evaluation that considers how the results and outputs from individual projects have led to changes at local, national and regional levels. The assessment also looks for evidence that implementation of CAMP and its projects may be leading to, or offering potential for, long-term deeper changes. The evaluation used an assessment grid based on objectives that take into account four organisational levels (project, national, regional and EU/International). The approach is underpinned by an understanding that we are not assessing individual CAMP projects *per se*, i.e. we are not making an internal project evaluation, but rather considering how the CAMP process and outcomes can support the implementation of instruments such as the ICZM Protocol.

## 1.3 Principal findings

Reviewing the outcomes across all eight CAMP projects assessed, we have found that:

- The majority of CAMP projects fully (or nearly) achieved their local objectives.
- Engagement with stakeholders has usually been very good, even when they had not been fully engaged in the project design.
- During their lifetime all projects created a coastal community and produced a more or less inclusive vision of the desired future for the area.
- All the projects contributed to demonstrating the relevance of an ICZM approach and developed implementation capacity of ICZM at local level.
- Given their cost (very limited) and their duration (often only 1.5 to 2 years of effective working) they have proven to be very efficient.
- There was generally a weak follow-up to most of the projects. An exception was where an institution has from the start been committed to the long-term implementation of the project to support development of high-level coastal strategies or policies.
- Despite the success of individual projects in meeting their planned objectives, they share some general limitations in terms of their lack of sustainability and limited contribution to the dissemination of ICZM in their countries, as well as regionally/internationally. Although the memory of purely local projects is kept, the capacity they built is lost by institutions within a few years.
- In terms of long-term impacts, only those projects explicitly linked to institutional initiatives (changes in legislation and/or management strategies) had real persistent outcomes.

- All CAMP projects were supposed to be integrated with national approaches towards ICZM; this was not always the case. Such “Standalone” local projects that were not integrated enough within national approaches towards coastal management vanish through a lack of institutional support (e.g. governance, funding).
- Where projects did not result in “mainstreaming” ICZM into policies or strategies, dissemination across sectors and organisations was limited leading to a reduced impact.

### 1.4 Conclusions and recommendations

Notwithstanding that CAMP could not completely solve the structural problem of changing policies through projects the CAMP has proved an effective instrument to promote concepts of ICZM. In addition, the CAMP in general has led to a lasting institutional memory that permeates organisational practices beyond the lifetime of individual projects. There have been many institutional and technical changes that have taken place during the 25 years since the CAMP programme was launched, the assessment found there is still a need, and demand, at national and regional levels for a programme to support the development of coastal management and integrated approaches across the Mediterranean. From the assessment of projects reported here, and building on previous assessments, recommendations can be formulated for this “next cycle” of CAMP projects, namely that:

- Programme and project design should be aligned specifically with national and regional agendas with the explicit aim to support high-level institutional changes and develop

sustainable schemes for governance, management, strategy, monitoring, and funding.

- In addition to projects aimed mainly at environmental objectives, new types of CAMP projects should be developed with a wider geographic and/or sector focus aimed at supporting ICZM implementation in areas where priorities are economic and social (e.g. coastal cities, tourism).
- Direct co-operation between CAMP projects should be fostered, for instance at sub-regional scale (where countries face similar situations), to promote cross-border harmonisation of coastal management and common approaches towards implementation of obligations (e.g. the ICZM Protocol and EU Directives).
- The remit of CAMP should be expanded to explicitly include at least territorial waters and a marine spatial planning and maritime element to align with UN and EU mechanisms that promote wider maritime “blue” economy and planning development.
- The CAMP programme should be promoted to international donors as the framework programme for all coastal projects in the Mediterranean in order to encourage more efficient utilisation of funding and more effective outputs.
- The experience from CAMP projects should be kept in a common repository, such as a Mediterranean Coastal Information Centre maintained by PAP/RAC, which could also support networks of ICZM projects in order to foster co-operation and exchanges between managers and decision makers.



## 2 Scope of the report

CAMP was approved by the Sixth Ordinary Meeting of the Contracting Parties to the Barcelona Convention (CoP6) held in Athens in 1989. CAMP was preceded by Country Pilot Projects implemented by PAP/RAC in the period 1988-89. CAMP is oriented at the implementation of practical coastal management projects in selected Mediterranean coastal areas, applying Integrated Coastal Zone Management (ICZM) as a major tool.

The current assignment takes place against a background of demand for CAMP projects at a national level juxtaposed by recognition that over the past decade the context to which ICZM speaks has changed. Since assessments carried out in 1996 and 2001 eight CAMP projects have been completed. Those of Algeria, Cyprus, Lebanon, Malta, Morocco and Slovenia were completed (or activities largely accomplished) prior to the adoption of the ICZM Protocol. Those of Cyprus and Morocco were subject to a revision of the operational strategy for CAMP projects that was cognisant of the development of the ICZM Protocol and the Mediterranean Strategy for Sustainable Development (MSSD) (UNEP/MAP 2005, PAP/ICAM 2005). The CAMP projects of Montenegro and Spain have spanned the adoption of the Protocol and can be seen as the ICZM Protocol implementation projects at the local to national level.

The purpose of the current assessment is to consider to what extent the performance and impacts of CAMP projects have contributed at local, national and regional levels towards: (i) protection / improvement of environmental conditions, and (ii) sustainability of development options. These two aspects are central tenets for the ICZM Protocol.

The assignment aims to make an assessment of how projects (individually and collectively) have contributed to the strategic objectives assigned to the CAMP programme (definition in 1989, revision in 2001). The assessment performs an *ex post* evaluation of CAMP projects that provides to

PAP/RAC and its partners an *ex ante* planning evaluation of the future opportunities for CAMP in order to meet the strategic needs of decision makers at national and regional level in regard to coastal (and marine/maritime) management across the Mediterranean.

Within the CAMP remit individual projects have tackled a wide range of issues from site specific to national in scope. However, it was important that the current assessment evaluated across all CAMP projects how their implementation had led to meeting the wider goals and purpose of CAMP. The outcomes of such an assessment are used to recommend a future structure and *modus operandi* for CAMP. Therefore, the assessment was not designed to provide an evaluation of individual projects, but a collective evaluation of projects carried out in the framework of a regional programme. The assessment outputs were used to identify what is project specific, and what is of interest for all projects or for the programme in terms of:

- Design – How can individual projects be better designed in order to allow for greater co-ordination of their outputs and outcomes, to allow uptake of lessons learned between nations and to address regional concerns and needs?
- Content – Should the scope of projects be expanded beyond the current environmental sustainability focus to include developments in ICZM, which have led to a stronger social and economic focus centred on concepts of ecosystem services coupled with developments of marine spatial planning and the maritime “blue” economy?
- Implementation – How can procedures be harmonised across projects in order to facilitate replicability within and between nations, and outputs standardised to support international and interregional management and planning?

- Follow-up – How can project design ensure the processes and procedures developed and implemented during the project persist beyond the project lifetime?
- Missing elements – With hindsight did projects have elements missing from their design and implementation that jeopardised the success and persistence of project outputs and outcomes?
- Potentially useful elements – Were mechanisms in place to facilitate the dissemination and up-take of outputs and outcomes of individual project that had relevancy to other nations and across the Mediterranean region?

## 3 Applicable references

### 3.1 Project documents

The assessment reviewed project specific documentation that was available. The references used are listed under each project (Annex).

### 3.2 Previous CAMP assessments

The assessment reviewed CAMP specific documentation covering the two previous assessments carried out in 1996 and 2001 and guidelines for CAMPs that are available:

Document title	File name
Assessment of integrated coastal area management initiatives in the Mediterranean: Experiences from METAP and MAP (1988-1996)	Assessment of ICAM 1996.pdf
Report – XVI Meeting of MED Unit and Regional Activity Centres on MAP Programmes (1998)	98WG143_2_Eng.pdf
Formulation and Implementation of CAMP Projects - Operational Manual (1999)	Formulation of CAMPs - Manual.pdf
MAP Coastal Area Management Programme: Strategic Framework for the Future (2001)	CAMPStrategyPAP.doc
National ICZM Strategies - Guidelines for the preparation of National ICZM Strategies required by the Integrated Coastal Zone Management (ICZM) Protocol for the Mediterranean	National ICZM Strategy Guidelines_0712.pdf
MAP/METAP Workshop. Coastal Area Management Programmes: Improving the Implementation	MALTA-CAMP 2002 Reports ENGLISH.pdf

### 3.3 Other relevant documents

The assessment also reviewed documentation relating to the CAMP and its methodology, as well as relevant legal references:

Document title	File name
MAP Coastal Area Management Programme: Strategic Framework for The Future - PAP/RAC 2001	Outlines necessities to improve the implementation of CAMP in accordance with the requirements of the region, development of the MAP idea, and the general development of ICAM (i.e. ICZM) approaches.
UNEP/MAP/PAP/METAP: Coastal Area Management Programmes: Improving the Implementation. Split, Priority Actions Programme, 2002	Workshop report to discuss how ICAM (i.e. ICZM) programmes could be designed, and effectiveness of the implementation of the projects and their follow-up improved to achieve more sustainable interventions and visible improvement in coastal areas.
PAVASOVIĆ, A. 1999. Formulation and Implementation of CAMP Projects: Operational Manual / Formulation et mise en œuvre des projets du PAC: Guide pratique. <a href="#">Split: MAP - PAP/RAC. pp ix + 86. ENG/FRA</a>	Provides guidance to MAP staff, national and local authorities and other involved in the process of formulation and implementation of CAMP projects, as well as in activities after the project's completion.
<a href="#">Protocol</a> on Integrated Coastal Zone Management in the Mediterranean	Corner stone of the Barcelona Convention for the promotion of environmental protection and integration in the Mediterranean.

## 4 Context of assessment and expected outcomes

### 4.1 CAMP programme

#### 4.1.1 Background to CAMP

In 1975, 16 Mediterranean countries and the European Community adopted the Mediterranean Action Plan (MAP), the first-ever Regional Seas Programme under UNEP's umbrella, and in 1976 the Convention for the Protection of the Mediterranean Sea against Pollution (the Barcelona Convention). The initial focus of the MAP was on marine pollution control, but experience confirmed that socio-economic trends, combined with inadequate development planning and management, are at the root of most environmental problems. Consequently, the focus of MAP shifted to include integrated coastal zone planning and management as the key approach through which solutions are being sought. This shift re-affirmed one of the four original components of the MAP, entitled "Integrated planning of the development and management of the resources of the Mediterranean Sea". In the mid-1980s, country pilot projects (CPPs) were developed in order to transfer PAP/RAC knowledge and experience in sustainable integrated planning to small selected Mediterranean zones characterised by specific ecological problems.

In 1995, the Action Plan for the Protection of the Marine Environment and the Sustainable Development of the Coastal Areas of the Mediterranean (MAP Phase II) was adopted by the Contracting Parties to replace the Mediterranean Action Plan of 1975. At the same time, the Contracting Parties adopted an amended version of the Barcelona Convention of 1976, renamed Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean. In conjunction with these developments after 1990 the country pilot projects were transformed into MAP Coastal Areas

Management Programmes (CAMPs), in which initially all Regional Activity Centres (RACs) participated before becoming primarily under the responsibility of PAP/RAC around 1997. This change of responsibility for PAP/RAC was a response to the need for the sustainable development of the region's coastal areas, particularly through Integrated Coastal Zone Management (ICZM). PAP/RAC's mission is to provide assistance to the Mediterranean countries in the implementation of the Article 4(i) of the Barcelona Convention, the Mediterranean Strategy for Sustainable Development (MSSD) and, more recently, the Protocol on Integrated Coastal Zone Management (the "ICZM Protocol"), which was adopted in 2008 and entered into force in March 2011 (Table 1).

#### 4.1.2 The purpose and objectives of CAMP

CAMPs are oriented towards the successful completion of practical coastal management projects in selected Mediterranean countries. Individual CAMP projects are identified and selected according to pre-defined selection criteria, and approved by the Conferences of the Contracting Parties to the Barcelona Convention. Among the selection criteria are: project sustainability, representativeness, regional interest in the problems to be dealt with, political commitment of the host authorities, institutional capability in the host country and in the selected area to carry out the project, "integratability" of the project results into local and national development policies, and replicability in other areas. In addition to core activities, each CAMP project includes a number of cross-cutting activities, such as: project co-ordination, participatory programme, database and GIS, systemic sustainability analysis, and a limited number of specific sectoral or multi-sectoral activities, according to the project objectives and issues dominant in the project area.

Table 1. The current status of Signatures and Ratifications to the 2008 ICZM Protocol of the Barcelona Convention. Those countries whose CAMP projects will be covered by the current assignment are outlined in blue.

(Source : <http://195.97.36.231/dbases/webdocs/BCP/StatusOfSignaturesAndRatifications.doc>)

Contracting Parties	2008 Integrated Coastal Zone Management (ICZM) Protocol	
	Signature	Ratification
Albania		04.05.2010
Algeria	21.01.2008	-
Bosnia and Herzegovina	-	-
Croatia	21.01.2008	29.01.2013
Cyprus	-	-
European Union	16.01.2009	29.09.2010
Egypt	-	-
France	21.01.2008	29.10.2009
Greece	21.01.2008	-
Israel	21.01.2008	08.04.2014
Italy	21.01.2008	-
Lebanon	-	-
Libya	-	-
Malta	21.01.2008	-
Monaco	21.01.2008	-
Montenegro	21.01.2008	09.01.2012
Morocco	21.01.2008	21.09.2012
Slovenia	21.01.2008	01.12.2009
Spain	21.01.2008	22.06.2010
Syria	21.01.2008	22.02.2011
Tunisia	21.01.2008	-
Turkey	-	-

**Box 1. Principles of Integrated Coastal Area Management (PAP/RAC 2001)**

PAP/RAC defines ICAM as:

- a management process adapted to the conditions in and needs of coastal areas;
- comprehensive, based on rational approach and scientific findings;
- multi-disciplinary;
- creates conditions for sustainable development;
- not a substitute for sectoral planning, providing integration of individual resources or “sectors” management.

These characteristics are actioned by approaches that are: top-down and bottom-up; problem solving rather than problem transferring; prevention rather than cure; and precautionary.

The main implementing instrument of CAMP to address sustainable development of the coastal zones of the Mediterranean is Integrated Coastal Area Management (ICAM -- see the box that follows. With the generalization of this integrated approach, the original denomination of “ICAM” was progressively replaced by “ICZM” - Integrated Coastal Zone Management). In the Mediterranean, this was formalized by the adoption of the ICZM Protocol. ICAM and ICZM are fundamentally the same concept: in what follows the term ICZM only will be used.

The fundamental purpose of a CAMP project is to implement the principles of ICZM at a local level to address specific coastal problems that have been identified as important from a national context. The main rationale for the CAMP projects was that they continued the Country Pilot Projects (CPPs), initiated by PAP/RAC from 1987 to 1989, and reflected the re-orientation of MAP to the outcomes of the 5<sup>th</sup> Ordinary Meeting of the Contracting Parties (CPs) held in 1987. This advocated a move towards the development of environmentally sound integrated management of the coastal areas in the region. In turn, this implied a harmonised involvement of all MAP components for a better use of limited resources in accordance with long-term sustainable development principles. A key feature of CAMPs was that they would provide approaches and solutions for coastal management at a local level that could be up-scaled to National, Regional and International levels (UNEP/MAP 1999).

Thus, the current assessment has been focused on the contribution of these projects to implementation of ICZM at each of these four levels.

**4.2 Status of the CAMP programme**

Since the approval of CAMP by CoP6 in 1989, several generations of CAMP projects have been implemented (Figure 1):

1. From 1990-98, two CAMP generations were completed or launched, consisting of projects in Albania, Croatia, Greece, Syria, Tunisia and

- Turkey. The project in Egypt was completed in 1999, and that in Israel in June 2000;
2. A third generation started in 1998 with the preparation of projects in Algeria (completed in 2005), Cyprus (completed in 2008), Lebanon (completed in 2004), Malta (completed in 2002), Morocco (completed in 2010), Slovenia (completed in 2007), Spain (completed in 2013) and CAMP Montenegro (completed in December 2014);
  3. Currently, CAMP Italy (November 2014) and CAMP France (Inception meeting held in June 2015) have recently commenced.

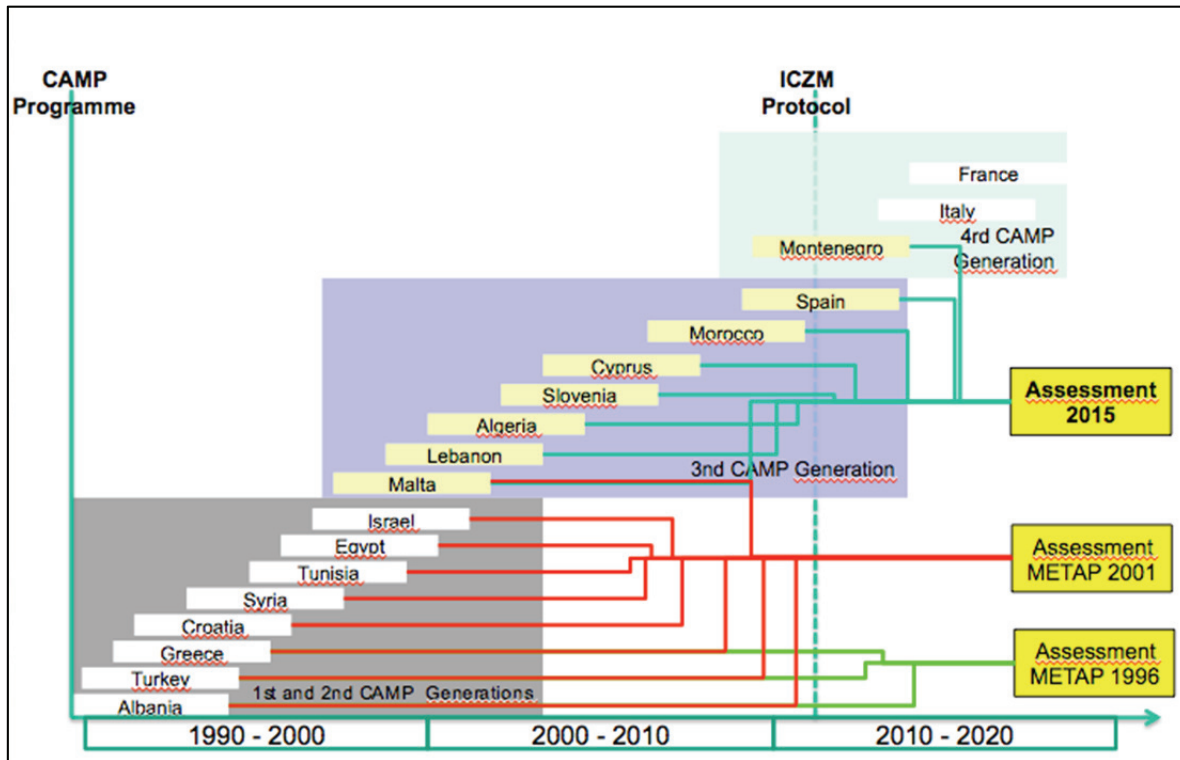


Figure 1. Sequence of assessments made of the CAMP programme and their relationship with the ICZM Protocol

The implementation of CAMP is inextricably linked to the evolution of the Barcelona Convention and recognition that coastal areas are at the heart of the policies put forward to the CPs of this Convention. These policies have been translated into many guidelines, recommendations, action plans, and white papers, which are only “soft” laws and not binding for the Parties. However, during the implementation of CAMP projects it has become clear that no real progress can be achieved in ICZM based on recommendations or guidelines alone. What this means is that more effective application of ICZM requires some form of legally binding regional instrument. For this reason, since the 12th meeting of the CPs (held in Monaco in November 2001) approved a recommendation

inviting the Parties to “work on a feasibility study of a regional legal instrument on sustainable coastal area management”, CAMP projects have been re-orienting themselves towards what has emerged as the Protocol on Integrated Coastal Zone Management in the Mediterranean (the ICZM Protocol): This coincides with implementation of the 3<sup>rd</sup> generation of CAMP projects (Figure 1 above) and the criteria of the ICZM Protocol has been reflected in their project outcomes.

The ICZM Protocol entered into force on 24 March 2011; so, with the nearing completion of a “cycle” of CAMP (encompassing four generations of CAMP projects) it is timely to consider how a new phase of CAMP might be designed to better address the core purpose and objectives of the ICZM Protocol and

the Action Plan for its implementation in 2012-2019 that was adopted at the CoP17, held in February 2012. The core purposes and objectives of this Action Plan are to implement the Protocol founded on country-based planning and regional co-ordination, namely to:

1. Support the effective implementation of the ICZM Protocol at regional, national and local levels including through a Common Regional Framework for ICZM;
2. Strengthen the capacities of Contracting Parties to implement the Protocol and use in an

effective manner ICZM policies, instruments, tools and processes; and

3. Promote the ICZM Protocol and its implementation within the region, and promote it globally by developing synergies with relevant Conventions and Agreements.

### 4.3 Projects to be evaluated

The current assessment is made on eight CAMP projects (Table 2 and Figure 2) that span the 3<sup>rd</sup> and 4<sup>th</sup> generation of CAMP projects that have been completed since the last assessment made in 2001.

Table 2. Details of the CAMP projects that are the subject of the current assessment

Country	Start (feasibility)	Start (project)	End	End follow-up	Observations
Algeria	1996	2001	2004	2008	
Cyprus	2001	2006	2007		Re-oriented to focus on EU Recommendation needs
Lebanon	1999	2002	2003		Specific country-focus
Malta	1993	1999	2002	2004	Strong spatial planning focus
Morocco	2003	2007	2010	2012	
Montenegro	2005	2011	2014	On going	Oriented to ICZM Protocol with a strong spatial planning focus
Slovenia	1996	2004	2006		Focussed on ICZM Protocol
Spain	2002	2010	2013		Entry in force of ICZM Protocol



Figure 2. Location of CAMP projects covered by the current assessment

## 4.4 External context

The implementation of CAMP has spanned a period of significant recognition of the “value” of the environment in the context of sustainable development. This has been coupled with a growing awareness of the exacerbating pressures that global change and climate change will place upon the security and viability of coastal zones. These advances can impose conditions and constraints on project outputs within both a National and Regional/International setting that can affect the implementation of CAMP, and the outcomes of CAMP projects.

### 4.4.1 Global context

The United Nations Conference on Sustainable Development Rio+20 led to the “The future we want” document that includes the mandate approved by the Heads of State and Government represented at the Rio+20 Summit. Sections on the political commitment, the Green Economy, the Institutional Framework for Sustainable Development, the framework for action and follow-up and the means for implementation present the main agreements among states. This has implications for the development and management of coastal zones and marine areas, and has led to concepts of the Blue Economy that seeks to promote a long-term strategy to support sustainable growth in the marine and maritime sectors as a whole. A key feature of these approaches is the embedding of social and economic development within concepts of environmental conservation and sustainable development goals. This is significant in a Mediterranean context as this is seen as a key driver to safeguard and promote a clean, healthy, and productive Mediterranean environment.

Such sustainable development goals place a number of aspirational goals at both regional and national levels, such as a target of 10% of marine protected areas by 2020 across the Mediterranean. It also instils a requirement to work to promote the conservation and sustainable use of marine

biodiversity in areas beyond national jurisdiction through the implementation of existing instruments and through the development of a multilateral agreement under the United Nations Convention on the Law of the Sea.

### 4.4.2 Regional context

Regional and International instruments can also place significant responsibilities and obligations on the management of coastal zones.

The text of the ICZM Protocol recognises that it does not occur in a vacuum, and the context for its implementation leads to constraints and implications arising from other evolving global and regional considerations and initiatives. Many of these are inculcated into the wording of the ICZM Protocol, for instance:

- Article 10 addresses the requirements of the Chapter 17 of Agenda 21, the Jakarta Mandate of the Convention on Biological Diversity and the Ramsar Convention of 1971, as well as, for EU States Natura 2000.
- Article 13 addresses the Convention Concerning the Protection of the World Cultural and Natural Heritage and the UNESCO Convention on the Protection of the Underwater Cultural Heritage.
- Article 29 addresses the Convention on Environmental Impact Assessment (EIA) in a Transboundary Context, adopted in Espoo in 1991.

The CoP18 adopted the **Ecosystems Approach (EcAp)** that includes definitions and targets for Good Environmental Status (GES). This has led to the implementation of an ecosystem approach roadmap that has so far delivered 11 ecological objectives for the Mediterranean and 67 indicators on marine and coastal quality state.

The **Mediterranean Strategy for Sustainable Development (MSSD)** - first adopted by the Contracting Parties in 2005, revision in progress 2015, constitutes a framework that provides guidance for national decision makers to address sustainable development issues, implement international agreements and initiate partnerships.



Both EcAp and MSSD advocate an integrated approach similar in manner to principles of ICZM. By the integrated nature of these strategies, policy decisions and implementation in one priority field of actions cannot be taken in isolation from the other domains and cannot be only based on technical considerations: because ICZM shares the same principles, it provides an operational approach for implementing EcAp and MSSD in coastal zones.

### 4.4.3 European context

Since the beginning of the CAMP Programme, the number of EU Members States has significantly increased.

The EU is increasingly committed to a global environmental role, and so the European Environmental Law (EEL) and policy has grown. Member States are required to implement levels of environmental protection that is articulated through a wide range of European Directives. Those relevant to the Mediterranean are:

- **Water Framework Directive 2000/60/EC** establishes a framework for Community action in the field of water policy which commits European Union Member States to achieve good qualitative and quantitative status of all water bodies (including marine waters up to one nautical mile from shore) by 2015. It is a framework in the sense that it prescribes steps to reach the common goal rather than adopting the more traditional limit value approach.
- **ICZM Recommendation 2002** that defines the principles for sound coastal planning and management. These include the need to base planning on sound and shared knowledge, the need to take a long-term and cross-sectoral perspective, to pro-actively involve stakeholders and the need to take into account both the terrestrial and the marine components of the coastal zone. However, as a recommendation it is not legally binding and Member States were not required to adopt ICZM as a policy instrument.

- **Floods Directive 2007/60/EC** on the assessment and management of flood risks.
- **Marine Strategy Framework Directive 2008/56/EC** that aims at achieving or maintaining Good Environmental Status in European seas to protect more effectively the marine environment by 2020 and by protecting the resource base upon which marine-related economic and social activities depend. To achieve these objectives the Directive establishes European marine regions.
- **Integrated Maritime Policy (2008)** which seeks to provide a more coherent approach to maritime issues, with increased co-ordination between different policy areas. It focuses on both issues that do not fall under a single sector-based policy e.g. "blue economy" (economic growth based on different maritime sectors) and those that require the co-ordination of different sectors and actors e.g. marine and maritime knowledge.
- **Maritime Spatial Planning Directive 2014/89/EU** that seeks to establish a set of minimum common requirements for planning when and where human activities take place at sea, and to ensure these are as efficient and sustainable as possible. The Directive stipulates that planning for shared seas should be compatible between the Member States (i.e. there is a transboundary element). The Directive does not prescribe how this should be achieved but leaves each Member State free to plan its own maritime activities in a way that at local, regional and national planning levels will lead to compatibility in planning outcomes across boundaries.

Although the EU Directives are a legal obligation only to EU Member States, their adoption at least in principle is an important factor for the accession process whereby candidate countries adopt established EU law. Even for non-EU countries, including those that are not undergoing the accession processes, there is encouragement to apply principles of EU environmental law as part of funding strategies associated with the European

Neighbourhood Policy. This policy is a foreign relations instrument of the European Union (EU) that seeks to share the benefits of the EU with neighbouring countries, thus strengthening stability, security and well-being and compliance in association agreements.

#### **4.4.4 National context**

At a national-level conditions and constraints largely derive from the existing domestic legal framework. This is recognised within the ICZM Protocol, which provides for a fundamental stage for States that will consist in adapting their domestic legal framework to the requirements set

out in the text. Facilitating such developments could form a significant contribution by a future phase of CAMP projects.

#### **4.4.5 General background**

Last but not least, there are many technological advances that have taken place in the last twenty years which are directly or indirectly linked to the design or the implementation of programmes and projects such as internet and the new communications channels, e.g. webinars, internet conferences, web portals, etc. that CAMP could now utilise to promote and disseminate its outcomes.

## 5 Description of assessment

### 5.1 Scope of the assessment

The assessment includes projects whose implementation spans the period prior to the ICZM Protocol, its development and its subsequent adoption. These projects, therefore, represent a period where the situation for implementation of CAMP has itself been in a period of transition. Our

comprehension of what this means for the CAMP programme and the relevancy for the current assessment is shown in Figure 3, with the initial context of CAMP programme and projects (within dotted lines) and the current context where the CAMP programme could provide a much wider advisory capacity.

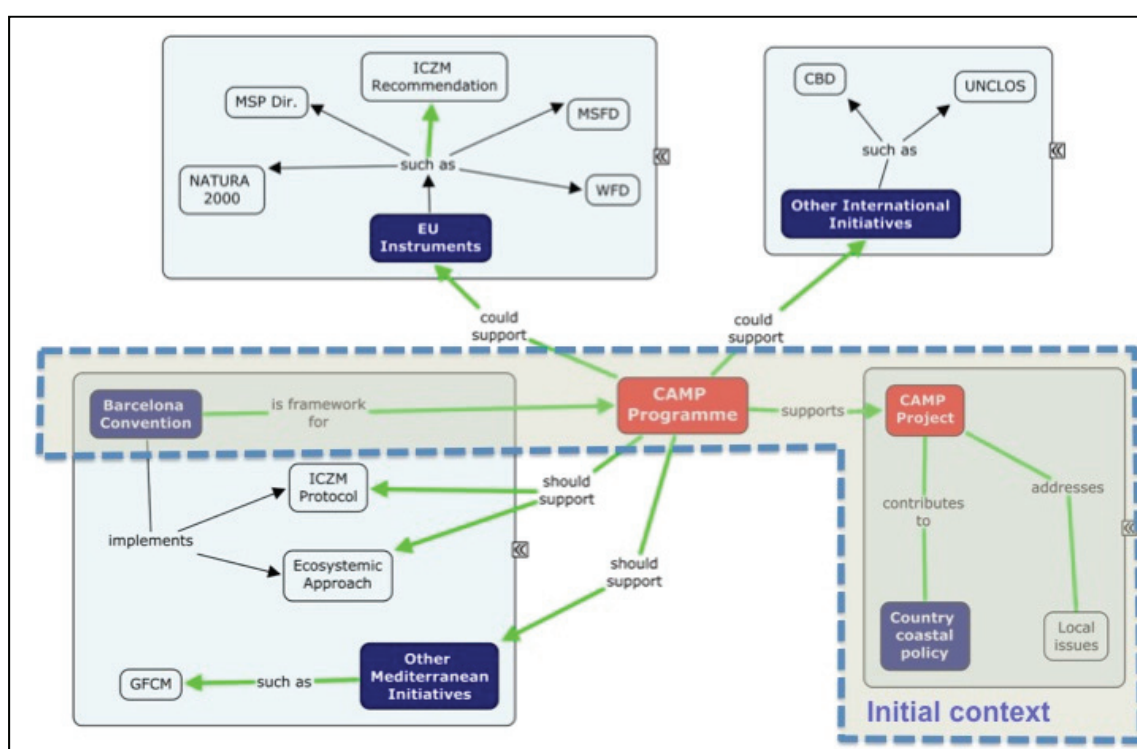


Figure 3. CAMP programme and its individual projects: initial policy and management situation (within dotted lines) and current situation.

A key feature and intention of CAMP projects was that they would provide approaches and solutions for coastal management at a local level that could be up-scaled to National, Regional and International levels (UNEP/MAP, 1999). The assessment therefore addressed the four levels considered relevant for the CAMP programme:

- **Local level:** projects were oriented at solving priority environment and development-related problems in selected areas, thus the assessment was focussed on sustainability of

the projects and on implementation of ICZM principles, approaches, instruments and tools. It was considered that a full assessment of the outputs of the projects was out of the scope of the current assignment as this was covered through monitoring by PAP/RAC.

- **National level:** Projects were expected to contribute to the formulation and implementation of relevant national policies and strategies (particularly those supporting the implementation of the ICZM Protocol). Thus

the assessment aimed to ascertain to what degree CAMP projects had contributed to sustainable development and upgrading of relevant national/local institutional and human capacities.

- **Regional level:** Projects should aim to disseminate their results and experience achieved, contributing to the formulation and implementation of relevant regional policies and strategies. The assessment at this level aimed to look for evidence that individual CAMP projects had influenced and/or contributed towards regional initiatives. However, there is difficulty in drawing useful lessons at a regional scale given the diversity of situations tackled by projects and the limited number of projects assessed.
- **International level:** Projects should aim to promote co-operation exchanging experience, and offering results, methodologies and procedures to other regions, potentially those within the UNEP's Regional Seas Programme. The assessment aimed to look for evidence that individual CAMP projects had fed into any initiatives outside of the Mediterranean region.

### 5.2 Methodology

The Terms of Reference (ToR) provided for this assignment present nine main objectives (Obj. 1 – 9) and 3 broader goals (A – C) to be applied to four levels of assessment, namely at: Project level; Country (National) level; Regional (Mediterranean) level; and International level (Table 3). In terms of the current assessment we understand that there

are specific assessment objectives that apply to each level, namely:

- **Project level Assessment objectives:** determine whether a project has achieved its objectives, assess the impacts at project scale, identify obstacles encountered and lessons learned, assess the follow-up of the project and implementation of its recommendations, and assess sustainability of the project (Obj. 1, 2, 3, 5, 6, C).
- **Country (National) level Assessment objectives:** determine whether the project has achieved its objectives at country level, assess the impacts at national scale, identify constraints and obstacles related to country level and lessons learned at country level, assess follow-up of recommendations at country level (Obj. 2, 3, 5, 6, 7, 8, C) determine whether and in which way each CAMP project has contributed or can contribute in the future to improving the national coastal policy (Obj. B).
- **Regional (Mediterranean) level Assessment objectives:** determine whether and in which way each CAMP project has produced useful contributions to larger programmes and initiatives, identify lessons learned, propose recommendations for future CAMP projects (Obj. 4, 6, 8, A, B, C).
- **International level: Assessment objectives:** determine whether and in which way each CAMP project has produced useful contributions to larger programmes and initiatives, outline lessons learned (Obj. 4, 6, A, B, C).

Table 3. Correspondence between objectives and levels. Green: relevant; Yellow: depending on project; White: not relevant

Obj. No	ToRs requirements	Relevance for assessment at level			
		Project	Country	Regional	International
1	to identify up to which point these projects were(are) successful in meeting their initially defined objectives;	Green	Yellow	Yellow	Yellow
2	to identify constraints and obstacles encountered in implementing the projects;	Green	Yellow	White	White
3	to identify the nature and level of impacts they have produced in the project area and at the country level;	Green	Green	White	White
4	at the regional level, to assess the contribution of the CAMP projects to larger programmes and initiatives (particularly those of the Barcelona Convention and EU);	White	White	Green	Green
5	to assess the follow-up of these projects and the level of implementation of their recommendations and proposals;	Green	Yellow	White	White
6	to outline the lessons learned, which may be useful for the entire region;	Green	Green	Green	Green
7	to propose recommendations for replicating successes on a larger scale;	White	Green	White	White
8	to propose policy level recommendations for increasing the efficiency of the future CAMP projects;	White	Yellow	Green	White
9	to inform the Contracting Parties, UNEP/MAP, PAP/RAC and all the other stakeholders including sponsors on both the benefits of this kind of projects and the elements to be improved/strengthened in the future	Green	Green	Green	Green
A	assessing the contribution of the CAMP projects to larger programmes and initiatives, particularly those linked to the Barcelona Convention;	White	White	Green	Green
B	assessing the sustainability of the results of these projects, both in terms of the level of implementation of their recommendations and proposals and follow-up policy, legal, institutional and programmatic changes leading to improved coastal management outcomes;	Green	Green	Green	Green
C	outlining the lessons learnt.	Green	Green	Green	Green

In regard to the Terms of Reference, we interpreted the Objectives to ensure the assessment meets the

“process” (P), “outcome” (O) and “impact” (I) evaluation criteria as:

Terms of Reference Objective	Interpretation
1. To identify up to which point these projects were (are) successful in meeting their initially defined objectives	Were project results able to lead to outputs that met initial objectives? (P) Was the project design compliant with the goals of the CAMP programme? (O)
2. To identify constraints and obstacles encountered in implementing the projects	What barriers were there to achieving project objectives? (P) Did barriers have a significant consequence on results achieved and on outputs? (O) Whether obstacles are project specific or generic? (P & O) Are barriers likely to be persistent affecting the long-term viability of CAMP? (I)
3. To identify the nature and level of impacts they have produced in the project area and at the country level	Did project outputs lead to outcome changes that have led to any strategic and/or policy changes at local and National level? (O) Have outcomes being persistent? (I)
4. At the regional level, to assess the contribution of the CAMP projects to larger programmes and initiatives (particularly those of the Barcelona Convention and EU)	Did the project produce specific contributions to larger programmes and initiatives? (O) Were larger programmes and initiatives taken into account? (I)

Terms of Reference Objective	Interpretation
5. To assess the follow-up of these projects and the level of implementation of their recommendations and proposals	Did projects initiate ICZM activity? (P) Have project results and outputs persisted beyond the project lifetime? (P) (O)
6. To outline the lessons learned, which may be useful for the entire region	Is there evidence of management changes at the project level that have been taken-up at other levels? (I)
7. To propose recommendations for replicating success on a larger scale	
8. To propose policy level recommendations to increase the efficiency of the future CAMP projects	Design, governance, etc.
9. To inform Contracting Parties, UNEP/MAP, PAP/RAC and all other stakeholders on the benefits of projects and elements to be improved / strengthened in the future	

For the current assessment we applied the assessment criteria in order to assess how the development and implementation of each project led to outputs that were able to contribute to the wider goals of the CAMP initiative. This established “output to outcome” relationships rather than assessing “cause-and-effect” relationships between the project components and project results from which we developed:

- A common set of achievement indicators for all CAMP projects.
- Project-specific achievement indicators.
- National, regional and international indicators.

### 5.2.1 Assessment grid

One of the challenges in this assessment was to analyse the projects in a consistent way. Each project is a combination of “top-down” and “bottom-up” objectives; it is easy to define a common reference for analysing the “top-down” components, but much more difficult for the “bottom-up” part as these are very much related to local priorities, situations, setups and context. On the other hand, the main objective of the assessment was not just to assess the output of the project (did it achieve its objectives?) but rather its outcomes: that is its “footprint” beyond the local/operational objectives (capacity, knowledge, understanding, changes in behaviours, laws, plans, etc.). The indicators were applied through an *assessment grid* built with the objective of producing

recommendations for future projects in the following fields:

- How the design of CAMP projects could be tailored to facilitate the implementation of other initiatives and instruments (e.g. those associated with the Barcelona Convention and EU regulations, initiatives and instruments such as Water Framework Directive (WFD), Marine Strategy Framework Directive (MSFD), Natura 2000)?
- How the implementation of CAMP projects could be designed to ensure persistence and longevity beyond project funding?
- How lessons learned can be incorporated into the next generation of CAMP projects?

Each project was assessed using an evaluation grid with three levels: project, national, regional/international (Figure 4). This approach may not be perfect:

- If it is too general (“large mesh”), it provides only a fuzzy vision, making it impossible to identify gaps and recommend improvements.
- If it is too focused, it can miss major elements and become out of the scope of the assessment objectives.
- As the focus is to identify potential gaps / missed opportunities, it tends to give a negative vision of projects.

Achievement of project's objectives	Assessment at local level
Sustainability of project	
Outcomes/impacts at project's scale	
Replication at similar scale	
Impact: awareness, R&D, information, evaluation	Assessment at national level
Impact: policies, strategies, governance	
Impact on regional cooperation,	Assessment at regional level
Impact on policies (regional, international)	

Figure 4. Assessment grid

Therefore, the grid was not defined *a priori*, but the initial draft was adapted in order to highlight the facts related to the major objectives assigned to the assessment

The grid does not aim to fully assess the outputs of each project. It has been designed to focus on the projects' contribution to the CAMP Programme (their common aspects and differences).

### **Project level**

At project level, the assessment addresses compliance with CAMP guidelines, achievement of project and post-project activities, capacity building, participation, contribution to elaboration of a long-term strategy, contribution to building sustainable coastal governance, monitoring and assessment, contribution to information system, contribution to replication process at the same scale and above.

### **National level**

At national level, the objective is to assess the contribution of the project to building a national coastal policy based on ICZM principles: awareness raising, policy and law making, research and education, evaluation, information, governance.

### **Regional and international level**

The evaluation at regional level aims to assess the direct or indirect (e.g. through regional research programmes, e.g. PEGASO) contribution of the project to the definition or implementation of regional instruments or policies related to coastal zones. For EU Member States, contribution to implementation of EU policy is assessed when relevant.

*Table 4. Project level assessment grid*

	<b>Description of indicator</b>	<b>Evaluation</b>
Compliance with CAMP lines	Was the CAMP project design consistent with CAMP guidelines?	1 (not consistent) to 5 (fully consistent)
Achievement of site-specific objectives	If some of the project objectives were site-specific, were they achieved?	1 (not achieved) to 5 (fully achieved)
Horizontal activities	Did the project complete all its horizontal activities?	1 (not completed) to 5 (fully completed)
Achievement of methodological objectives	Were the methodological objectives of the project achieved?	1 (not achieved) to 5 (fully achieved)
Capacity building	Did the CAMP contribute to building ICZM capacity in the area?	1 (little or no contribution) to 5 (strong contribution)
Participation	Was the participation important?	1 (little or no participation) to 5 (strong participation)
Vision, territorial project	Was a clear vision defined for future? (e.g. desired or preferred scenario, Reference Framework for Sustainable Development)	1 (no or very weak vision) to 5 (full vision, fully shared)
Sustainable local governance	Was the local governance kept alive after the end of the project?	1 (disappeared) to 5 (permanent and effective)
Follow-up	Were post-CAMP actions implemented?	1 (not implemented) to 5 (fully implemented)
Monitoring and assessment	Have indicators been defined and are they assessed on a regular basis?	1 (not defined) to 5 (fully implemented)
External contributions	Did all the contributors (including MAP RACs) provide the expected inputs?	1 (little contribution) to 5 (strong contributions)
Sub-national and national integration	Was the project a standalone action, or did it align with sub-national and national strategies (e.g. spatial plans)	1 (isolated project) to 5 (fully integrated)
Obstacles and barriers	Did the project encounter obstacles (technical, institutional)?	1 (major obstacles) to 5 (few or no obstacle)
Horizontal impact	Did the project trigger or support other local ICZM projects?	1 (no influence) to 5 (strong influence)
Vertical impact (not national)	Did the project influence policies and strategies at higher level (e.g. sub-national policies: regions, departments and alike?)	1 (no visible influence) to 5 (strong influence)
Coastal information system	Did the project produce a sustainable shared coastal information system?	1 (no system) to 5 (permanent operational system)



*Table 5. National level assessment grid*

	<b>Description of indicator</b>	<b>Evaluation</b>
Awareness	Did the project contribute to developing awareness of the importance of coastal zones and of ICZM?	1 (no visible influence) to 5 (strong influence)
Policy and strategy	Did the project influence national policies or strategies? (coastal/sectoral)	1 (no visible influence) to 5 (strong influence)
Legislation and regulations	Did the project influence changes in legislation and regulations at national level (or at sub-national region level when relevant)?	1 (no visible influence) to 5 (strong influence)
Coastal governance	Did the project influence changes in coastal governance at national level? (e.g. forum, council, etc.)	1 (no visible influence) to 5 (strong influence)
Coastal information system	Did the project influence changes in the management of coastal information at national level?	1 (no visible influence) to 5 (strong influence)
Research and education	Did the project influence changes in educational or research programs?	1 (no visible influence) to 5 (strong influence)
Indicators and evaluation	Did the project contribute to developing the national framework for evaluation of coastal policies?	1 (no contribution) to 5 (strong contribution)

*Table 6. Regional and International level assessment grid*

	<b>Description of indicator</b>	<b>Evaluation</b>
Regional horizontal co-operation	Did the project co-ordinate in some way with other CAMP projects?	1 (No co-operation) to 5 (strong co-operation)
Implementation of ICZM Protocol	Did the project contribute to the definition or (if relevant) to the implementation of the ICZM Protocol?	1 (little or no contribution) to 5 (strong contribution)
Implementation of SPA/BD Protocol	Did the project contribute to the implementation of the SPA/BD Protocol?	1 (little or no contribution) to 5 (strong contribution)
EU Legislation and policy	(EU MS only): Did the project support the implementation of EU legislation and policy (water, coast, sea)?	1 (no or little support) to 5 (strong support to some EU initiatives)

### 5.3 Major assessment issues

In implementing the current assessment we have identified a number of issues that, whilst potentially constraining the assignment, also have significant relevancy in terms of thinking how CAMP can be developed to meet the existing and future challenges of sustainable management of the Mediterranean coast and its seas.

#### 5.3.1 Achievement of project-specific objectives

Each project addresses specific objectives and assessing how realising individual project objectives can be extrapolated in order to become a component of a regional programme requires careful thought. Some projects are site-specific (e.g. development of a particular marine protected area, management of water resources, etc.); some are related to implementation of ICZM approach (e.g.

governance, awareness, training, etc.), some are methodological (e.g. assessment of coastal sustainability).

The assessment aimed to evaluate if, and at which level, the project succeeded in achieving its objectives in these fields and then ask whether lessons can be learned from the comparison between several projects, and whether that can be useful at regional level.

### 5.3.2 Dissemination processes

One of the major objectives of the CAMP programme is dissemination of ICZM experiences in the Mediterranean. Thus it is important to assess the potential contribution of CAMP projects to this objective at individual level (for each particular project) and collectively.

A large range of processes may contribute to extending the implementation of ICZM around the Mediterranean. In order to be able to detect these processes during the evaluation, the Table 7 that

follows was established that aims to determine which process can allow a “shift” from one scale and level (e.g. “local”) to another scale or level. Among the possible processes, some have been particularly assessed during this evaluation:

- *“local to local”*: Has the CAMP project supported the development of similar projects in the country? In other countries? In which way? (e.g. “cloning”, support to capacity building in another site);
- *“local to national”*: Has the CAMP project supported the development of the ICZM approach at national level (or sub-national level, when relevant)? In which way? (e.g. support to the development of national legislation, of national ICZM strategy, of educational programs, etc.).

In order to take into account “cascade” and “ripple” effects (e.g. from local to national to other national), all possible processes have been considered.

Table 7. Replication processes

From↓	To→	Local	National	Regional (Med)
Local		Cloning Capacity building	Pilot sites Capacity building	Pilot sites
National		Law and regulation, policy and strategy, projects, education	Bilateral or multilateral co-operation	Bilateral or multilateral co-operation
Regional (Med)		Legal instruments (e.g. ICZM Protocol), strategies, projects (e.g. CAMP)	Legal instruments (e.g. ICZM Protocol), strategies (e.g. MSSD)	Co-operation at institutional level

### 5.3.3 Governance and participation

Participation of stakeholders is a central tenet to ICZM. The assessment aims to appreciate the level of involvement of coastal stakeholders in the project (administrations: State and communities, economic stakeholders, civil society, education and research) before, during and after the project. The assessment considered the governance schemes and structures created, and their sustainability (e.g. did they persist after the end of the project, did they become institutional at local, regional or national level?).

### 5.3.4 Information system

All CAMP projects include the development of a shared coastal information system, including usually a GIS. This is a central tool/instrument in integrated and participative approaches; common decision can be taken only based on shared information. The assessment studied the information system developed during the project, its sustainability (e.g. is the information system active, is the information available) and its contribution at upper levels (regional, national), from methodological and operational points of view.

### 5.3.5 Capacity building

CAMP projects should contribute to building capacity in ICZM and coastal management for a large range of stakeholders: managers, experts, decision makers, and civil society. The assessment aims to appreciate the level of capacity building in the project, during the project and after the project (capitalization in organizations such as administrations, transfer to training or education institutions, etc.), and understand the processes for developing the capacity built during the project (e.g. adaptation of curriculum in local university, training courses, etc.).

### 5.3.6 Follow-up

CAMP projects aim to support long-term management of coastal areas; ICZM is a permanent process with a succession of cycles (design, implementation, evaluation, revision). The duration and funding of projects are limited by nature. The assessment aims to appreciate if there was a follow-up to the project, and what form this took (e.g. continuation by local or national institution, mainstreaming in the long-term programme of coastal agency, allocation of funding, permanent governance schemes or structures, monitoring, information centre, etc.). For projects completed several years ago the “post-project” activities had ended allowing the self-sustainability of the project to be assessed.

### 5.3.7 Co-operation and networking

The CAMP projects are normally not isolated or stand-alone projects; they can develop co-operation with other ICZM projects in the same country (or not), and with other completed or ongoing CAMP projects. The assessment asked whether such co-operation was developed and in which way (personal contacts, expert exchanges,

cross-participations in other projects’ events). It examined if co-operation has developed on a peer-to-peer basis or in network(s).

### 5.3.8 Monitoring and assessment

Assessment is a major issue in all management processes. It is based on monitoring. Monitoring and Assessment (M&A) is a core component of CAMP projects, with definition of indicators during the project and assessment during the post-project phase. The assessment studied in which way monitoring and assessment have been implemented in the project (indicators, observatories), which organisation was charged with the evaluation, and in which way the project influenced M&A in other projects, or policies (regional, national, Mediterranean).

### 5.3.9 Involvement of other MAP Regional Activity Centres

The CAMP Programme is one of the most important operational programmes within MAP. Coastal zones are a direct concern of most of the important environmental policies in the Mediterranean. Hence, CAMP projects are very good opportunities for co-operation between the MAP Regional Activity Centres. The assessment studied the way other RACs have contributed to the CAMP projects on sectoral aspects when relevant (e.g. marine protected areas), on methodological aspects (e.g. participation, sustainability study) and for integration.

## 5.4 Tasks undertaken

Each project was assessed by a review of all its project literature (e.g. feasibility studies, project agreement, workshop reports, technical outputs, inception and final reports) followed by a country visit (Table 8).

*Table 8. Visit dates to project countries*

Project	Dates	Observations
Montenegro (ME)	18 - 19 December, 2014	Final meeting - 2 experts (MLT & CLV)
Lebanon (LB)	14 - 15 January, 2015	MLT
Malta (MT)	6 - 7 January, 2015	MLT
Cyprus (CY)	12 - 13 January, 2015	MLT
Algeria (DZ)	9 - 10 February, 2015	CLV
Morocco (MA)	11 - 13 February, 2015	CLV
Spain (ES)	17 - 19 February, 2015	CLV
Slovenia (SL)	25 - 26 February, 2015	MLT

Following each country visit a report was made that included a narrative and completion of the assessment grid (See Annex – Projects Assessment for examples). This report was shared between the assessors to ensure compliance and complementarity in the execution of the assessment methodology.

The summary of the assessment of each project, including the assessment of the indicators, has

been prepared by the evaluators then communicated for observations and comments to the National Focal Points - NFPs (through PAP/RAC) and to the key people met or interviewed during the visits, including the project co-ordinator when possible. The feedback from this consultation was taken into account by the evaluation team to revise, if needed, or further explain the evaluation.

## 6 Summary of findings

This section provides an overview and summary of the evaluation findings across all CAMP projects visited and all the literature reviewed. Detailed

findings for individual projects can be found in the Annexes.

### 6.1 Project level

The tables below show a summary of the evaluation outcomes from the tables presented in Section 5.2.1. for the Project level. The evaluation presents a summary of the achievements of each project's objectives and also an average score across all projects for each row category.

	ME	LB	MT	CY	DZ	MA	ES	SI	All
<b>Compliance with CAMP lines</b>	4	5	5	5	5	5	5	5	<b>4.9</b>
<b>Site-specific objectives</b>	5	5	5	5	4	5	5	5	<b>5.0</b>
<b>Horizontal activities</b>	5	5	5	5	4	5	4	5	<b>4.8</b>
<b>Methodological objectives</b>	5	5	5	3	4	5		5	<b>4.5</b>
<b>Capacity building</b>	4	4	4	3	5	3	3	4	<b>3.8</b>
<b>Participation</b>	5	4	4	4	4	5	5	5	<b>4.5</b>
<b>Vision, territorial project</b>	5	3	5	4	4	5	5	5	<b>4.5</b>
<b>Sustainable local governance</b>	N/A	4	4	3	3	2	2	5	<b>3.3</b>
<b>Follow-up</b>	N/A	3	4	3	3	2	1	4	<b>2.9</b>
<b>Monitoring and assessment</b>	2	1	4	1	2	1	2	2	<b>1.9</b>
<b>External contributions</b>	4	4	4	3	3	3	3	4	<b>3.5</b>
<b>Sub-national and national integration</b>	5	4	4	4	5	2	3	5	<b>4.0</b>
<b>Obstacles and barriers</b>	5	5	4	2	5	5	4	4	<b>4.3</b>
<b>Horizontal impact</b>	N/A	3	4	4	2	2	1	4	<b>2.9</b>
<b>Vertical impact (sub-national)</b>	5	4	5	3	4	3	3	3	<b>3.8</b>
<b>Coastal information system</b>	4	1	N/A	1	3	3	4	3	<b>2.7</b>

### 6.2 National level

The tables below show a summary of the evaluation outcomes from the tables presented in Section 5.2.1. for the National level. The evaluation presents a summary of the achievements of each project's objectives and also an average score across all projects for each row category.

	ME	LB	MT	CY	DZ	MA	ES	SI	All
<b>Awareness</b>	5	4	5	4	5	3	1	5	<b>4.0</b>
<b>Policy and strategy</b>	5	2	5	4	5	2	1	5	<b>3.6</b>
<b>Legislation and regulations</b>	4	2	4	3	4	2	2	4	<b>3.1</b>
<b>Coastal governance</b>		2	4	4	2	1	1	5	<b>2.7</b>
<b>Coastal information system</b>		2	4	1	4	2	1	5	<b>2.7</b>
<b>Research and education</b>		3	3	1	4	3	1	3	<b>2.6</b>
<b>Indicators and evaluation</b>		3	3	3	3	1	1	4	<b>2.6</b>

### 6.3 Regional or international level

The tables below show a summary of the evaluation outcomes from the tables presented in Section 5.2.1. for the Regional/International level. The evaluation presents a summary of the achievements of each project’s objectives and also an average score across all projects for each row category to show how projects have individually

and collectively contribution at the EU and international level initiatives and policies.

The Terms of Reference (ToR) for the assessment didn’t include extensive consultation of regional or national bodies; except a few interviews of PAP/RAC staff (mainly focused on the projects themselves), there were no interviews or meetings beyond the national level.

	ME	LB	MT	CY	DZ	MA	ES	SI	All
<b>Regional horizontal co-operation</b>	4	1	1	1	2	3	2	2	<b>2.0</b>
<b>Implementation of ICZM Protocol</b>	5	1	N/A	2	4	2	2	3	<b>2.7</b>
<b>Implementation of SPA/BD Protocol</b>	1	1	3	1	1	3	1	2	<b>1.6</b>
<b>EU Legislation and policy</b>	N/A	N/A	3	2	N/A	N/A	1	3	<b>2.3</b>

### 6.4 Analysis

From the comparison of the individual projects (based on the grid above, but also on information from reports and interviews), a principal conclusion that can be drawn is that most of projects have **achieved all their specific objectives**, “vertical” or sectoral, “horizontal” or cross-cutting, methodological and functional when applicable. This is a very positive conclusion, especially considering the low cost of these projects, and it would in itself be sufficient to recommend the continuation of the CAMP projects.

There are common weaknesses across projects, which can be related in some cases to local situations, but which can also in the evaluators’ opinion be linked to the design of the CAMP projects and which detract from the potential maximum benefit these projects could attain, namely:

- **Follow-up** is often low or medium: few of the post-project tasks have really been achieved, few processes really survived the end of the project, particularly when no organization is officially committed to long-term implementation;

- **Monitoring and assessment** is usually low: even when indicators have been defined often no organization is committed to their implementation after the end of the project, or to the long-term evaluation of the implementation of the strategy;
- **Coastal information systems** developed (when developed) often disappear after the end of the project, or stay available but are no longer maintained;
- **“Horizontal” replication** doesn’t happen: local projects in fact do not *directly* trigger or stimulate other local projects;
- **Vertical impact** (from project towards policy) is generally low. An exception is when the project has been designed from the very beginning as a support to the development of a national policy or strategy; then the impact is very high;
- **The influence of the projects beyond national level** is generally low: there are few direct contacts between countries; the impact of projects at regional level seems to be primarily mediated through PAP/RAC; which is efficient but limited in its scope and impact;

- CAMP projects which **strongly influenced national policies** were from their inception connected to the development of the national policy; other projects had limited influence beyond local level;
- Contribution of **other MAP RACs** was sectoral and limited in both scope and degree of involvement within projects. This was true even when the CAMP project was implementing the policy area they were directly associated with. It seems that CAMP projects are considered PAP/RACs projects rather than MAP's projects;
- All projects did contribute to building **ICZM capacity**, and in some cases at a large scale; nevertheless, processes for maintaining and disseminating skills and knowledge are often missing (most occurred at individual level, not institutional);
- In some EU Member States, there was no visible recognition that CAMP/ICZM projects did contribute to the implementation of the EU

coastal policy as defined in the EU ICZM recommendation (2002).

The limit for the assessment of a programme through the evaluation of some of its projects ("bottom-up" evaluation) is very visible in some cases. For instance, it is clear that *the CAMP programme provided a major impetus to the decision to adopt the ICZM Protocol*, and in this sense each project did contribute to this major policy evolution at regional level through influencing national-level decision-makers. But, except in some cases (where there was strong participation of the ministry in charge of coastal law), the process involved (project experience translated into reports, analysis at the level of the ministry in charge and of the other ministries concerned at national level, contribution to support at regional level) could not be traced during this assessment exercise. **A supplementary "top-down" evaluation would be necessary to complete the vision and fully assess the impact of the CAMP programme at regional level.**

## 7 Conclusions and recommendations

The purpose of the current assessment has been to:

- Evaluate the contribution of the CAMP projects to larger programmes and initiatives, particularly those linked to the Barcelona Convention;
- Evaluate the sustainability of the results of these projects, both in terms of the level of implementation of their recommendations and proposals and follow-up policy, legal, institutional and programmatic changes leading to improved coastal management outcomes;
- Outline the lessons learned.

To allow PAP/RAC and its partners to propose a way forward for the CAMP, the evaluation team has presented, on the basis of the evaluation made, a series of conclusions and recommendations.

### 7.1 Conclusions

To date, in several waves or “generations” based on the same specifications, 18 CAMP projects have been implemented involving most of the riparian countries of the Mediterranean. This first “cycle” is ending, and even though this evaluation does not encompass the most recently commenced CAMP projects launched (France and Italy), the current assessment does broadly cover the last projects of this cycle. This allows us to pose some questions regarding the efficacy of CAMP, as presented in the sub-chapters that follow.

#### 7.1.1 Future of CAMP Programme

##### *Is a new CAMP cycle useful?*

The first question at the end of this cycle could be: Is another cycle of CAMP projects necessary?

When the CAMP programme was launched in 1996, ICZM was still a mere concept in most of countries in the Mediterranean (and in the world). This is no longer the case: in most countries (and this is demonstrated in nearly all of the eight countries assessed), there is now a wide awareness of the ICZM approach and this approach is now

institutional (ICZM Protocol) and legally binding for the countries that have ratified the Protocol. Although within the EU there is no specific ICZM Directive, the principles of ICZM are inculcated within the MSFD and MSP Directives.

Nevertheless, ICZM is still very far from being widely implemented in the Mediterranean in a manner that complies with the ICZM Protocol or relevant features of EU Directives. It is likely that generalization of this approach in all Mediterranean countries will take at least two decades more. The first CAMP cycle has shown that changing the way that coasts are managed - or even to just start a process of coastal management - is a difficult process that requires external political and technical support, emulation and co-operation. Furthermore, the application of ICZM has spread beyond a primary focus on environmental conservation and the principles are now being applied within a more spatial planning context. A wider focus to ICZM and the ever-increasing challenges of managing the coasts of the Mediterranean within sustainable development limits suggests that **there is clearly a need for continued support through a new CAMP cycle.**

#### 7.1.2 Lessons learned

##### *What could be changed?*

As explained in section 4, the implementation of CAMP has encompassed a changing arena of policy and governance since it was launched. On the other hand, some lessons can be learned from the projects carried-out during the first “cycle” (1989 – 2014). Considering the assessments of all completed CAMP projects, there are some generic lessons that emerge.

##### *CAMP projects as a driving force*

All the CAMP projects have produced very good outputs and outcomes. Indeed, a large part of these results are related to the integrated approach. Arising from the impetus they create,



these projects have usually had wide positive effects in all sectors. In several cases, it seems that the CAMP project had even more influence on some sectoral policies (e.g. coastal tourism) or non-environmental policies (e.g. spatial planning) than on environmental policies themselves.

### **ICZM and environment**

ICZM is a holistic approach, encompassing all sectoral issues. At a *local* level, all projects succeeded in taking into account all dimensions of sustainable development (economic, environmental and social). Nevertheless, the fact that CAMP projects are supported by the ministries of environment (Focal Points of the Barcelona Convention) seems to reduce their influence at *national* level beyond the field of environment.

### **Dissemination processes**

It appears that the CAMP projects contributed to dissemination of ICZM mainly through two types of process:

- indirect dissemination: capacities acquired in a project are then re-used in other projects, or support training or academic schemes, in the same region or in other regions of the same country;
- “up-scaling” through *policy* and *strategies* defined at a higher level (usually national level), when the development of such policies or strategies has been coupled to the CAMP project.

No “cloning” process (direct replication from local to local) was observed, nor natural “contagion” from local to national level: it seems that one cannot expect a spontaneous evolution of national coastal policy framework to be triggered by local projects. *An exception to this is when these projects are designed as pilot experiences in support of the development of national policies that are themselves later supported by the development of new projects.*

### **Sustainability**

Most of CAMP projects were not sustainable in themselves. Only projects that have been “mainstreamed” into institutional structures (e.g. local administrations) or strategies (e.g. spatial planning schemes) survived, but usually only in their *planning* component: the “*governance*” component vanished if not supported by bespoke institutional setups (e.g. coastal/ICZM councils or committees) and the “*management*” component disappeared once the co-ordination team established during the project was dispersed. Usually no *funding* was provided for post-project actions (except when the project is streamlined in local policies).

### **Maritime component of CAMP projects**

Even where the geographical scope of the project included a significant maritime area, most of the priority objectives of the CAMP projects assessed were related to land issues such as urbanization, artificialization of coastal lands, water management, etc. As a result, even when some maritime sectoral issues have been addressed by the projects, *the maritime part of the area was a “blind” part for most of the projects* (no adapted maritime governance schemes, no planning, no management measures).

### **Memory of the projects**

Memory of the projects is *very often lost locally*. When no institution is in charge of following-up of the project, its outputs vanish. For instance, there was no official local (or national) repository for reports of most of the projects; the only memory was kept in PAP/RAC.

### **Support by PAP/RAC**

There is a very broad consensus in all projects about the importance and efficiency of the support to projects by PAP/RAC, both from the permanent team and external experts: their knowledge, network, expertise, availability *have been praised by all participants in all projects*. The only (slight) reservation expressed was in relation to the selection of experts: if in most cases it is agreed

that experts from other regions can bring very useful expertise, there was some concern raised that this had not resulted in enough support and generation of local capacity building. In part this may be a consequence of funding only being available for discrete targeted inputs by external experts without any provision for continuity of support.

### **Contribution of other Regional Activity Centres (RACs)**

One or several RACs other than PAP/RAC were generally involved in specific activities but provided inputs in a very sectoral/discipline-focussed manner such that horizontal integration was weak. Although most of the RACs delivered the expected specific components of projects, their overall and substantive contribution is considered low in most CAMP Projects. Other RACs seem to have considered that their inputs were to all purposes that of service providers for projects whose purpose and goals were outside of their priority scope. Yet, CAMP projects are unique opportunities for operational implementation of all MAP policies, and it could have been expected that other RACs should not only provide a high level of support to CAMP project, but would also be involved in horizontal activities (capacity building, information system, monitoring, etc.). For instance, although the merits of the IMAGINE approach was widely acknowledged by projects, the manner in which it was implemented generally did not leave local capacity for it to be repeated. There are also very strong links between ICZM and the management of Marine Protected Areas (MPAs), which could be strengthened and made more consistent through more active co-operation between RACs in CAMP projects.

A Foresight approach is needed in all ICZM projects aimed at exploration and assessment of possible futures in order to choose the most appropriate scenario (in terms of sustainability), and provide a basis for the strategy in the territory. If this is not the case then the ICZM project just tends to make the present situation permanent even if it is not the desired one, and it is therefore not sustainable. The

potential and opportunity presented by the IMAGINE *participative approaches* were very well appreciated and they were successful in building local shared culture and vision within the project remit and timelines, but where participative approaches are only structural they tend to be short-sighted, and to lack long-term components (including trends and possible disruptions) and wide perspectives beyond a local scale.

Sustainability studies are a very useful instrument, but not very straightforward to implement. They produce a set of “sustainability” *indicators*, which are used to support the definition of a “*desired future*”. However, due to the complexity of integrated approaches it seems that the external experts played a larger role in defining the strategy/future than local stakeholders who will have to implement the strategy, and cope with the possible consequences.

### **7.1.3 Contribution to larger programmes and initiatives**

#### **Regional level**

##### **Implementation of SPA/BD Protocol**

Several projects (e.g. Morocco, Spain, Malta) included marine protected areas. There is no indication that these projects provided methodological outputs (e.g. management principles, land-sea integration for protected areas) beyond operational ones (e.g. creating new MPAs). When involved, RAC/SPA's interventions were limited to *ad-hoc* interventions that were useful at a local level but without visible methodological outcome (see above).

##### **Contribution to the implementation of other regional instruments**

No evidence was found for the contribution from CAMP projects to the implementation of other regional instruments, such as GFCM decisions.

#### **EU initiatives**

CAMP Projects in EU member States (Malta, Cyprus, Slovenia, Spain) could have been very good

opportunities to implement the EU ICZM recommendation: pilot projects for the development of theme-specific guidelines, local governance schemes, or monitoring and evaluation (indicators). It seems that it was not the case: there was no visible EU support provided to EU Member State country projects to execute their CAMP project. Additionally, there was no visible indication of direct interest from the EC or from EU agencies (e.g. EEA) for these projects. The EU's major concern is the implementation of Directives (mandatory for EU Member States and encouraged for non-EU countries through neighbourhood programmes), which may explain why the opportunity to develop convergence between the ICZM Protocol of the Barcelona Convention and implementation of EU Directives was lost. This is important because for EU Member States it provides a potential source of conflict in terms of activities and prioritisation.

### International level

As the Mediterranean is the leading region for implementation of ICZM at a regional scale (MAP, CAMP, ICZM Protocol), co-operation in this field at the scale of the CAMP projects with other regions could have been expected, particularly as the Mediterranean is a Regional Sea under UNEP. In fact, no evidence was found of contacts with other regions.

## 7.2 Recommendations

Considering the generic conclusions we have drawn from our evaluation (level of achievement that has been attained) of individual CAMP projects and across the CAMP initiative we have made an assessment of future opportunities for the CAMP leading to a series of recommendations to improve the impact and efficacy of a future CAMP cycle.

### 7.2.1 General recommendations

#### *CAMP programme*

A **new cycle of CAMP projects** could be launched, with revised objectives.

The priority should be to make CAMP projects **pilot projects** for policy development. Rather than being mainly local standalone experiences with the view they will be duplicated, the CAMP projects should be designed to align with and support the design of national (or sub-national when relevant) coastal policies and/or strategies.

***Recommendation:*** *Beyond weak engagements from national administrations, policy development or experimentation objectives should be explicitly included in the ToRs of the CAMP projects. Ministries other than Environment should be associated in the target country when other sectors are concerned (e.g. tourism, fisheries).*

In all cases, a clear link should be established between the design stage of the ICZM project and the spatial plans at the relevant level and scale (e.g. the CAMP project should aim to develop the coastal spatial plan – the CAMP of Montenegro is a potential model for this).

***Recommendation:*** *The strategy developed through CAMP projects should be directly connected to the national/regional/local land-use and development planning systems.*

#### *CAMP projects and maritime areas*

At the beginning of the CAMP programme, the interest was mainly focused on land issues or land-based concerns. The maritime part of most of the projects was limited to a few sectoral actions. There is now clearly a need to **develop planning and management in maritime areas of the projects**; this could be done by extending the core ICZM approach with a **MSP component** focused to management of specific maritime issues. As ICZM and MSP share the same approach, such an extension poses no problem of principles.

***Recommendation:*** *When relevant (intense use of the sea, future activities, cumulative impacts of maritime activities) the CAMP projects should include a MSP component for the marine area of the coastal zone, closely connecting the sea and the land.*

## 7.2.2 Project design and implementation

### *Duration of projects*

ICZM is a process; CAMP projects are usually able to start this process at a local level, but generally fail in mainstreaming ICZM beyond the project's duration (3 years, including the project design stage). CAMP projects should cover at least one complete "cycle" of the management process (including the project design, implementation and evaluation of implementation).

***Recommendation:*** *The duration and funding of the project should be extended, and include at least a part of what is now the "Post-project" actions: monitoring and evaluation of indicators, participative governance structures.*

***Recommendation:*** *The mandate of MAP and PAP provides for technical assistance as a result of country requests and it should be explored how the obligations of the Barcelona Convention and its ICZM Protocol could provide a mechanism to help mobilise funding to support longer-term national and regional level initiatives.*

***Recommendation:*** *The required outputs for all CAMP projects should include: long-term coastal strategy for the project area, monitoring and evaluation scheme, sustainable governance scheme, sustainable funding scheme for the implementation of the coastal strategy.*

### *Areas of focus*

Based on the Barcelona Convention's scope, most of CAMP projects focus on areas with high environmental value. CAMP projects have demonstrated that beyond its contribution to the protection of such areas, ICZM can support sustainable development approaches in areas where the priority is oriented to economic and social objectives. Coastal cities and areas with high population pressures are other areas where integrated management is most needed, and are therefore ideal areas for pilot projects.

***Recommendation:*** *Some future CAMP projects could be targeted at densely populated and artificialized areas. Such projects could be integrated in a network at the scale of the Mediterranean.*

### *Geographical scope*

Most of the CAMP projects have been initially focused on implementation of ICZM at a "local" scale and level, based on socio-ecosystems. Such perimeters usually do not correspond to decision-making scales, or correspond to too small institutional scales (e.g. municipality), with not enough resources or power to really implement the strategy. On the other hand, several projects at higher level scales had very positive outcomes.

***Recommendation:*** *Continue designing CAMP projects at regional administrative scale/level, aimed at supporting the development of infra-national coastal strategies (regions, NUTS 2 or 3).*

### *Funding*

It seems that except when closely linked to policy development and instruments, no project really produced a sustainable funding scheme allowing the project to persist beyond initial institutional funding.

***Recommendation:*** *All CAMP projects should propose sustainable funding of post-project actions and of implementation of the strategy developed during the project.*

### *Participation and project design*

Participation is a major feature in ICZM and CAMP projects. In the ICZM process, participation of all stakeholders is expected at all stages, including the design of the project. It seems that in most of CAMP projects in practice this design stage ("feasibility study") was restricted to a limited number of experts, which can confine not only the scope of the project but also the will to participate by stakeholders that have not been associated in the design of the project. A lack of participation at this stage also reduces the possibilities to secure additional funding from other stakeholders (public-private partnership).

***Recommendation:*** *Involve more stakeholders, particularly from economic sectors, from the very beginning of the project design in order to fit more needs and to get support (including additional funding) from a wider spectrum of stakeholders.*

### **Information system**

All CAMP projects must develop an information system, or utilise an existing one. Most often these systems become lost because they are isolated and project-based. Based on several projects (such as the EU FP7 project “PEGASO”), it would be possible to propose an “information system kit” to all starting projects (Spatial Data Infrastructure, open source software) in order to capitalize developments, make data interoperable and support the development of a uniform and common Mediterranean coastal information system.

**Recommendation:** All CAMP projects should be invited to use a common set of tools in order to develop interoperable and sustainable coastal information systems.

### **Cross-cutting components of projects**

In many projects linkages and integration between different components of project activities was weak. Aside from meaning that perhaps the full potential impact of projects was diminished, it also reduced the effectiveness of designed cross-cutting activities – such as sustainability studies and made the design and implementation of monitoring and assessment ineffective.

**Recommendation:** All CAMP projects should employ a more rigorous log frame-type project management to ensure that cross-cutting activities and monitoring and assessment are an integral part of project actions, rather than an afterthought.

### **Contribution of CAMP projects to the implementation of other MAP policies and strategies**

The CAMP projects are the most ambitious projects supported by the MAP system. They have the potential to contribute virtually to all MAP's strategies and policies. However, despite efforts to promote CAMP outside of PAP/RAC, and probably because of constraints in human and financial capacities across the other RACs, this contribution of CAMP to other policies has not been fully realised.

**Recommendation:** Design the CAMP projects for local/national implementation of all possible MAP policies and strategies, not just ICZM.

### **7.2.3 Country level**

In order to support dissemination of ICZM in the country, all CAMP projects must be supported by national administrations. But this is not sufficient to ensure that the projects are really used at national level, and in several cases this support did not result in any concrete outcomes at national level.

**Recommendation:** Future CAMP projects should have clear and well-defined objectives not only at local level, but also at national level, e.g. pilot experiences for future policies, or strategies, support the development of national initiatives, etc.

### **7.2.4 Sub-regional level**

The Mediterranean scale is very large, and the region cannot be considered homogeneous for many issues. On the other hand, there are many similarities at lower scales and countries in the same sub-region often share the same problems and could share the same solutions. This was clear during this assessment in the Western Mediterranean (Alboran Sea: Spain, Morocco and Algeria).

**Recommendation:** In the future, the CAMP programme could support co-operation at sub-regional level, for instance, by designing and implementing twinned projects in two countries, or by supporting sub-networks at this scale.

### **7.2.5 Mediterranean level**

#### **Mediterranean Strategy for Sustainable Development (MSSD)**

Given the importance of the coastal zones in the Mediterranean, it is important that there is a specific chapter on “Sea and coasts” in the revised MSSD 2.0. Nevertheless, it cannot be certain that such a chapter in a document with a very large scope is sufficient to guide the development of national coastal strategies as required by the ICZM Protocol.

**Recommendation:** *Complementing the MSSD 2.0, guidelines should be published to support the elaboration by Mediterranean countries of their national ICZM strategies.*

### **Mediterranean Action Plan**

The MAP is the principal instrument for the implementation of the objectives of the Barcelona Convention, which covers much more than the management of coastal zones. CAMP projects are unique opportunities to operationally implement not just ICZM but all of MAP's actions in the coastal zone. CAMP projects already include specific actions related to other MAP activities, but they are usually considered sectoral actions, not strongly connected to the core project.

**Recommendation:** *When relevant, the CAMP projects should be used for developing a methodology related to other MAP activities; other RACs should be associated at co-ordination level, not just in task implementation.*

### **Networking of ICZM projects**

Connecting and networking local projects should be a priority. Most institutional connections are still made through PAP/RAC; this “centralized network” is strong, but also has many limitations, some of these are related to the limited resources in PAP/RAC, but also attain to the fact that such a network can efficiently deal only with issues of common interest for all. There is a need for a more decentralized way of connecting ICZM projects within the Mediterranean.

CAMP started before the internet era, when networking was limited due to the cost (time and money) of physical meetings. In addition, only a few projects were conducted simultaneously, limiting the potential interest and opportunity for networking across all projects. Times have changed, and it is now necessary to take into account the

opportunity presented by new technologies to tightly connect even distant projects with the same coastal issues and priorities, or where the same tools and instruments are implemented.

**Recommendation:** *Developing a Mediterranean network of ICZM projects with a Mediterranean coastal information centre based in PAP/RAC and which could build on the outputs and outcomes from the PEGASO project (coastal information, links to projects, memory of past projects, support to thematic networks and working groups, webinars).*

### **7.2.6 Regional co-operation on ICZM**

Up to now, CAMP projects are designed and directly managed by the MAP through PAP/RAC. This exclusive approach ensures consistency but puts a physical limit (resources, policy framework, environment) on the number, scope and range of coastal management projects that can be set up in the Mediterranean within this framework. When CAMP started, it was the only ambitious programme targeting the development of ICZM in the Mediterranean. Now, many international (intergovernmental or non-governmental) institutions and donors do support the ICZM approach and fund ICZM initiatives all around the Mediterranean (often at a much higher level than CAMP projects). Sometimes, they have exactly the same objectives as CAMP projects, sometimes with complementary objectives (e.g. economic development). Nevertheless, co-operation at strategic level between these institutions is not as developed as it could be resulting in scattered efforts, many projects with no follow-up activity, low contribution to capacity building (intervention of external experts) and slow or no adoption by national or local institutions.

As an example, the Figure 5 (source: S. Grimes) shows a map of ICZM or ICZM-related projects on the Algerian coast in the last years.

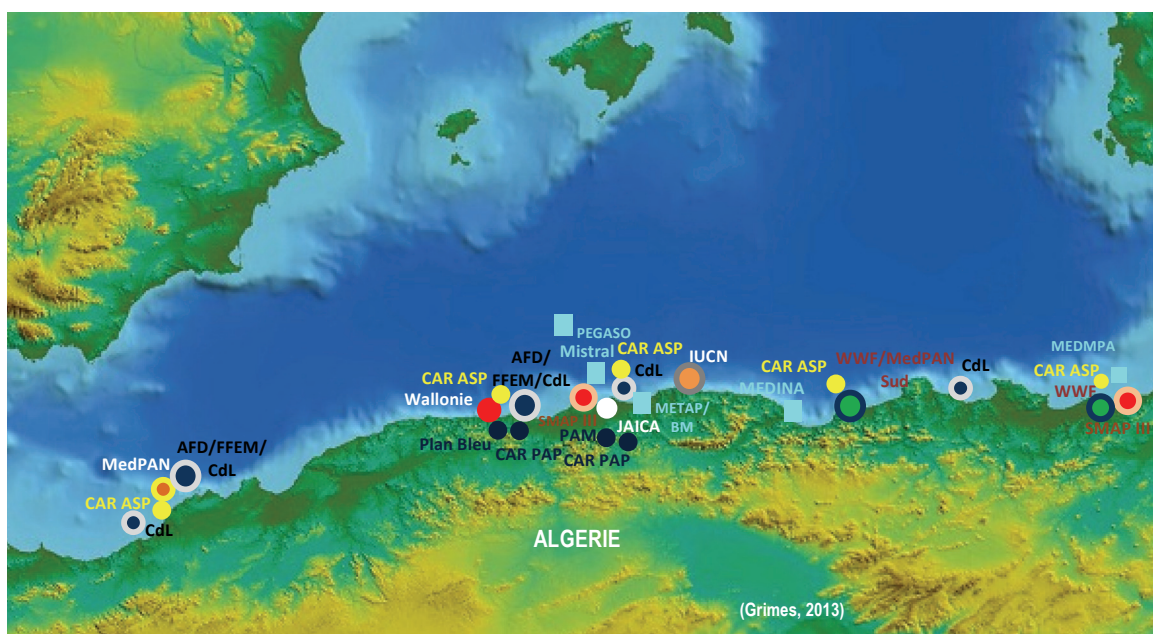


Figure 5. ICZM-related projects in Algeria

**Recommendation:** The CAMP programme could become the Mediterranean umbrella framework programme for all ICZM initiatives or ICZM-related initiatives (coastal projects, programmes). A “CAMP” label could be created, which could be granted to ICZM projects provided that they fulfil some key conditions on design, management, experience sharing, follow-up, and that they are technically monitored by MAP RACs and connected to the Mediterranean ICZM network. This label could be granted by a joint committee of all donors. A joint ICZM fund could be established in order to support the accredited “CAMP” projects.

### 7.2.7 EU

There is a very high convergence between the CAMP approach to ICZM and that of the EU’s 2002 ICZM recommendation. Thus CAMP projects in EU Member States have the potential to be very interesting pilot experiences for the implementation of ICZM, and probably in the future of maritime spatial planning (implementation of Directive 2014/89/EU). These projects could also contribute to the implementation of other major EU legislation (e.g. WFD, MSFD, Floods Directive).

Very often, they could also contribute to the implementation of association agreements between the EU and non-EU countries. Nevertheless, and surprisingly the CAMP projects in EU Member States, which are very interesting pilot projects for the integrated implementation of all these policies, did not seem to attract very visible interest from the EU.

**Possible recommendation:** Beyond specific support to CAMP projects in Member States from various funds (ERDF, EMFF), and support to CAMP projects in non-EU countries, it seems that the EU (EC and Member States) could directly support the CAMP programme itself.

### 7.2.8 International level

The CAMP approach is really interesting, and could be promoted in other Regional Seas, starting with the Black Sea where there is a dramatic need for more integration and more co-operation in the coastal zones.

**Possible recommendation:** Establish a partnership within CAMP programme with other regions (particularly the Black Sea), network or twin the projects.





## **ANNEX : PROJECTS ASSESSMENT**

- Montenegro
- Lebanon
- Malta
- Cyprus
- Algeria
- Morocco
- Spain
- Slovenia



# CAMP Montenegro

*Visit: 18-19 December 2014 - Final meeting of CAMP Montenegro*

## Summary

The project covers the whole Montenegrin coast, 300 km, including some very touristic coastal areas (Kotor).

Decided in 2005, the CAMP for Montenegro was launched in 2011 and ended in December 2014. As the project was prepared, the ICZM Protocol was signed and it was decided that the CAMP project would support the development of the National ICZM Strategy, and the preparation of the spatial plan for the Montenegro coast: "Spatial Plan of Special Purpose" for the coastal area of Montenegro.

These developments, and hence the CAMP project, are based on a "top-down" vision, aimed to develop sustainable and high quality tourism on the coast and sustainable agriculture, and potential synergies (ecotourism/agri-tourism).

In this context, the CAMP project has supported several specific studies on key aspects (setback, vulnerability and attractiveness, tourism, geoportal for data dissemination, etc.) and contributed to the preparation of the plan, of the strategy, and to the definition of the future governance setups for the coast (ministerial commission).

The main outcomes are:

- The national ICZM strategy;
- Methodologies (e.g. vulnerability/attractivity studies, setback) and tools;
- Sector specific studies.

The coastal spatial plan is an indirect outcome of the activities carried during the CAMP Montenegro.

## Assessment of the CAMP Project

This project is the first CAMP fully in line with the ICZM Protocol. It is also specific for at least two reasons:

- it has been conducted back-to-back with a national strategic exercise, and
- it was directly linked to coastal spatial planning, which is a really cross-cutting issue for all stakeholders.

**Strengths:** As a national strategy is one of the main outcomes of the project, transferability at national level is addressed at the core level. The "vision" and strategic parts which are often missing are in the core part of this project. The project is not focused to problem solving only, but also to the preparation of future.

**Weaknesses:** Considering that the ICZM approach should cover studies, strategy, planning and implementation, it seems that the *management dimension* of ICZM is missing in this project, which is mainly focused on strategic and feasibility studies and planning. Hence while *maintenance* of the plan and the strategy seem ensured, their future *implementation* is not clear<sup>1</sup> (which agency(ies) will be in charge of supporting implementation, of monitoring, etc.; governance issues with municipalities).

The *maritime area* is in the scope of some of the studies, but not of the plan; the maritime part is still mostly "blue", no visible strategy or plan for maritime activities has been produced, even when they are directly linked to the main strategic objectives (attractiveness, tourism).

## Specific assessment meetings

- Short meeting (15 min) with Sanja Ljeskovic Mitrovic, General Director for Spatial Planning;

<sup>1</sup> This assessment could be revised based on the English version of the National Strategy, not available during the evaluation

- Exchanges with various experts and stakeholders participating the final meeting;
- *Morsko Dobro* (MD) Meeting in Budva: MD Deputy Director; Jelena Knezevic, National Co-ordinator for CAMP Montenegro; representative of the Ministry of Environment.

### Assessment issues

- Transferability to other Mediterranean countries:
  - The Montenegro coast is short (300 km); this approach would probably not be applicable to countries with longer coast (stakeholders/coastal issues too diverse)
- Implementation of the national strategy:
  - Strategy and plans should be complemented by operational setups (funding, technical support, monitoring, etc.)
- Are CAMP projects backed by spatial planning more efficient than independent projects? (spatial plans are stringent regulations)
  - Capacity building: a lot of knowledge and skills have been developed within this

CAMP project. However, currently no mechanism for this to be made available for other ICZM projects or people in administration, private companies (spatial planning), training courses. There appears to be no national agency with responsibility for this?

- CAMP Montenegro stakeholders underline that whereas technical tools and methodological approaches can be shared and applied everywhere, governance issues are country specific.
- Exchange between CAMP projects: CAMP Montenegro stakeholders agree that it is important that experience and knowledge can be shared in a network. A Mediterranean platform (internet portal) could be useful.
- The process between decision and project start (7 years) should be shortened (2y?).
- MAP RACs considered too sectoral, they should better co-ordinate. Maybe the future MSSD will support such co-ordination.

Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The design of the project was not fully in line with CAMP guidelines	4
<b>Achievement of site-specific objectives</b>	The project achieved all its specific objectives	5
<b>Horizontal activities</b>	All horizontal activities were carried out and achieved	5
<b>Achievement of methodological objectives</b>	All	5
<b>Capacity building</b>	The project contributed to build capacity in ICZM at national level (not visible for all stakeholders)	4
<b>Participation</b>	Although participation at organisational level was present, other stakeholders appear to have had limited engagement?	3
<b>Vision, territorial project</b>	This was one of the main objectives of the project. Achieved	5
<b>Sustainable local governance</b>	N/A (project finished recently)	N/A
<b>Follow-up</b>	N/A (project finished recently)	N/A
<b>Monitoring and assessment</b>	No evidence that indicators have been drawn up	2
<b>External contributions</b>	All the contributors (including MAP RACs) provided but impact and durability questionable	4
<b>Sub-national and national integration</b>	The project was fully integrated at all scales/levels	5
<b>Obstacles and barriers</b>	The project has received strong support, no obstacles were reported	5
<b>Horizontal impact</b>	N/A (national scale)	
<b>Vertical impact (not national)</b>	Strong link between all levels	5
<b>Coastal information system</b>	A coastal information system has been produced but its accessibility outside of project group is unknown	4

National level	Comment	Indicator
<b>Awareness</b>	The contribution of the project to developing awareness on ICZM was major	5
<b>Policy and strategy</b>	Strong link with national policy and strategy	5
<b>Legislation and regulations</b>	There is evidence the project has influenced spatial planning legislation and/or is intended to	4
<b>Coastal governance</b>	Too soon to tell	
<b>Coastal information system</b>	Too soon to tell	
<b>Research and education</b>	Too soon to tell	
<b>Indicators and evaluation</b>	Too soon to tell	

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	The project co-ordinated with other CAMP projects both directly and through PAP/RAC	4
<b>Implementation of ICZM Protocol</b>	Strong contribution to the definition of a national strategy in line with the ICZM Protocol	5
<b>Implementation of SPA/BD Protocol</b>	No visible contribution to the implementation of the SPA/BD Protocol (beyond local level)	1
<b>EU Legislation and policy</b>	N/A (ME is not a EU MS) Nevertheless, the NS contributed to transposition of EU legislation	

### References

Document title	File name
Agreement relative to the coastal area management programme (CAMP) – The project for Montenegro	Agreement_Final.pdf
Coastal Area Management Programme Montenegro. Feasibility Study	CAMP MN Feas Study FINAL.pdf
MAP Coastal area management programme (CAMP) For Montenegro a strategy for integrated coastal zone management in Montenegro. Report of the CAMP Montenegro Inception Workshop	CAMP MN IW Report_22Mch2012.pdf
REPORT of the Annual Conference on Coastal Area Management Programme (CAMP) for Montenegro and the National Strategy for Integrated Coastal Zone Management	Konferencija_eng.pdf
Meeting on the initiation of CAMP activities in Montenegro	Report Meeting Dec06.pdf

# CAMP Lebanon

*Visit: 14-15 January 2015 - Ministry of Environment, Beirut*

## Summary

The scope of the project was to contribute to national efforts towards sustainable management and environment protection in Lebanon.

CAMP Lebanon was agreed at the 9<sup>th</sup> Ordinary Meeting of the Contracting Parties to the Barcelona Convention in June 1995. Since early 1999, several MAP missions were initiated to discuss the project and a Feasibility Study was conducted. CAMP Lebanon was launched in May 2002 and ended in December 2003. As well as the PAP/RAC, as the Project implementing Centre, the Blue Plan Regional Activity Centre (BP/RAC), the Regional Activity Centre for Specially Protected Areas (SPA/RAC), and the Environment Remote Sensing / Regional Activity Centre (ERS/RAC, now INFO/RAC) were involved in implementing individual Project activities.

The project start was delayed because of regional conflicts. The general objectives of the project are:

- to contribute to sustainable development and ICZM of the national coastal area;
- to strengthen environmental management institutions in Lebanon;
- to protect the coastal resources of South Lebanon by developing and applying concepts of sustainable development and methods and tools ICZM to the economic and social development activities of the area.

The immediate objectives of the project were organised according to thematic activities:

- to identify and elaborate strategies, solutions, tools and actions for sustainable development, environment protection and rational utilisation of coastal and marine resources of the national coastline, in particular related to the Southern Coast of Lebanon;

- to apply methodologies, tools and practices of sustainable coastal management and of Integrated Coastal and Marine Areas Management;
- to contribute to the upgrading of the relevant national and local capacities;
- to provide for the application in practice of the project results and experiences, creating conditions for and implementing the post project activities, as envisaged by the Project Agreement; and
- to use the experiences and results achieved by the project in other areas at national and regional levels.

## Assessment of the CAMP Project

The project adhered to the objectives and activities as laid out in the project agreement document.

**Strengths:** A purpose of the project was to lead to more concrete projects supported by development of a comprehensive set of capability products from the CAMP project, and this has largely been achieved. The project helped develop a more sophisticated and mature institutional setting for CAMP-oriented activity at national and local level. Concrete results have fed larger projects as well as district and municipal level planning underpinned by data and capacity.

**Weaknesses:** The project was implemented against a background of a country recovering from conflict with poor resources both in terms of people and finances such that environment was strong on the political agenda and this is reflected in the project outcomes. The project produced a series of robust outputs but the institutional setting to take advantage of them was lacking. In addition the project was operating from a very low information baseline (which the project partially addressed).

### Specific assessment meetings

- One-on-one discussions with Nour Masri (UNDP), Georges Akl (MoE), Sawsan Mehdi (CAMP national co-ordinator), Samar Melek (International law, MoE), Lamia Chamas (Project Administration Office, Presidency of the Council of Ministers), Mrs. Heba El Hajj (Ex-MADA), Jawdat Abou Jaoudeh (Council for Development and Reconstruction), Raji Maasri (MORES), Ricardo Khoury (ELARD)
- Site visits to Municipality of Sarafand (Mr. Salim Khalifeh, Ex-municipal member)

### Assessment issues

- There is potential considered for regional level activity where it is aligned with national needs – partly because of the severity and criticality of needs at the local and national level, but also because of a [perceived] conflict between the interests and priorities of EU vs. non-EU countries.
- There is a strong need for mainstreaming of environmental issues into development and planning in a way that enhances and supports social and economic development.
- Preparation of projects needs to be shorter in order to ensure relevancy to project activity.
- A twinning approach that matched scales of environmental, social, economic and governance units could be a way to address a regional aspect in a future CAMP.
- MAP RACs considered too sectoral, they should better co-ordinate.
- The preparatory phase should include some form of impact assessment/scoping mission to frame the project in order to co-ordinate with the (often many) other projects that have some form of focus that overlaps with the remit of CAMP (which is very far ranging).
- The post-project activity should have a more rigid framework and be subject to M&E in order to ensure effectiveness and links with other (new) activity.
- Often technical data is collected and there is no context for its application so a stronger governance focus is required – especially to promote substantive horizontal and vertical integration as well as effective co-operation and co-ordination.
- Post-project activity should have as much emphasis on spreading the project outcomes as well as specific technical activity.
- Needs focus on support for engaging with conventions that have been ratified and how national obligations can support local level development.
- ICZM was a useful approach to facilitate dialogue and interactions across multiple sectors.
- A link with MSP would be useful, as would direct links into other on-going project activity during CAMP project execution. This would assist in the de-fragmentation of sector foci that currently exists.



Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The project was designed and implemented fully in line with the CAMP guidelines and principles	5
<b>Achievement of site-specific objectives</b>	The project has fully achieved its specific objectives (to contribute to national efforts towards sustainable spatial development, management and environmental protection in Slovenia)	5
<b>Horizontal activities</b>	The project successfully implemented its identified horizontal activities	5
<b>Achievement of methodological objectives</b>	The project successfully achieved its stated activities	5
<b>Capacity building</b>	A significant and successful component of the project but no clear evidence of persistence	4
<b>Participation</b>	Strong municipal participation	4
<b>Vision, territorial project</b>	The project led more to established partnerships rather than policy orientations	3
<b>Sustainable local governance</b>	Municipalities are still active	4
<b>Follow-up</b>	Not clear – intentions are stated but implementation is diffuse	3
<b>Monitoring and assessment</b>	Not carried out	1
<b>External contributions</b>	Yes, but questionable effectiveness	4
<b>Sub-national and national integration</b>	Aligned with other ICZM focussed activities	4
<b>Obstacles and barriers</b>	Substantial obstacles to get project started overcome	5
<b>Horizontal impact</b>	Some evidence of outputs to other sectors and locations in South of Lebanon	3
<b>Vertical impact (not national)</b>	Project (Municipality level) has had influence at national level	4
<b>Coastal information system</b>	No evidence	1

National level	Comment	Indicator
<b>Awareness</b>	Significant institutional memory	4
<b>Policy and strategy</b>	Intent is there but little implementation	2
<b>Legislation and regulations</b>	Not as yet	2
<b>Coastal governance</b>	Some evidence in impacting strategy	2
<b>Coastal information system</b>	No evidence of persistence	2
<b>Research and education</b>	Persistent influence at an individual level	3
<b>Indicators and evaluation</b>	Some contribution through individual capacities developed but not implemented	3

Regional and international	Comment	Indicator
Regional horizontal co-operation	No evidence of co-operation	1
Implementation of ICZM Protocol	No evidence	1
Implementation of SPA/BD Protocol	No evidence	1
EU Legislation and policy	No (not EU MS). Country interests perceived as contrary to EU interests	N/A

## References

Document title	File name
CAMP Lebanon. Final Integrated Report	CAMP Lebanon Final Report.pdf
MAP CAMP "Lebanon". Report of the CAMP Lebanon Inception Workshop	CAMP Lebanon Inception Workshop - BODY Report.pdf
Agreement relative to the coastal area management programme – The project for Lebanon	CAMP_Lebanon_Agreement_Summary.pdf
MAP CAMP "Lebanon". Report of the ICAM Training course	CAMP_Lebanon_ICAM_TC_rep1.doc
Training Course on Carrying Capacity Assessment for the Development of Tourism in the Mediterranean Coastal Area	CCA Tourism course REPORT-body.zip
CAMP cultural heritage component. Final report	Coastal Area Management Plan Final report.pdf
Coastal area management programme CAMP-Lebanon. Damour Inception Report	DAMOUR ENGLISH REPORT.pdf
IR Final 1Aug02.doc	
Integrated water resources management in CAMP area with demonstrations in Damour, Sarafand, Naqoura municipalities. Final report	IWRM Final report.pdf
Coastal area management programme: Naqoura	NAQOURA ENGLISH.pdf
Coastal area management programme: Sarafand	SARAFAND ENGLISH.pdf
Coastal Area Management Program (CAMP)-Lebanon. Thematic Activity: Tourism and Sustainable Development. Final Report	Tourism FINAL Report.pdf

# CAMP Malta

*Visit: 6-7 January 2015 - MEPA, Malta*

## Summary

The scope of the project was oriented towards sustainable management of the coast of Malta, and in particular of its Northwest area, introducing and applying principles, methodologies and practices of sustainable coastal management and Integrated Coastal and Marine Areas Management.

CAMP Malta was agreed at the 8<sup>th</sup> Ordinary Meeting of the Contracting Parties to the Barcelona Convention in October 1993 and was launched in November 1999 and ended June 2002 with implementation of post project activities until end June 2004. As well as the PAP/RAC as the Project implementing Centre, the Blue Plan Regional Activity Centre (BP/RAC), the Regional Activity Centre for Specially Protected Areas (SPA/RAC), and the WHO/EURO Project Office within MEDPOL-MAP, will be involved implementing individual Project activities.

The project was preceded by five visits from PAP/RAC and a number of technical documents including a Feasibility study prepared. The activities of the project were focussed on five areas, namely:

- Sustainable Coastal Management;
- Marine Conservation Areas;
- Integrated Water Resource Management Plan for the NW area of the island;
- Erosion/Desertification Control Management; and
- Tourism: impacts on health, with particular reference to the NW area,

with an overarching activity of integration to produce a final Integrated Project document.

The strategy of the project was focussed on inculcating principles of sustainable development within the existing national legal and planning framework. The main outcomes were targeted at:

- environment/development related issues;
- spatial aspects;
- management/institutional aspects; and
- follow-up activities.

## Assessment of the CAMP Project

The project adhered to the objectives and activities as laid out in the project agreement document.

**Strengths:** Since project completion the outcomes of CAMP Malta have had a continuous legacy within the development of spatial planning. The outputs from the local area activities have been scaled up to inform the national planning process. The result has been to ensure that a form of environmental accounting and auditing is firmly embedded within the planning decision making process coupled with horizontal integration across sectors. In large part this is a consequence of continuity of staff who were involved in implementing CAMP Malta and the merger of Environment and Planning into a joint Ministry (MEPA) in 2002 (although there are currently plans to separate the two entities).

**Weaknesses:** The outcomes of the project have an almost exclusive spatial planning framework dimension and it is not clear what vertical integration of stakeholders has persisted beyond the project – although clearly there is good horizontal integration within sections of MEPA and other sectors. The project did not extend into the maritime space (although this was not an original objective of the project and was not a major issue at the time the project was implemented). It is also not clear to what extent the project has directly impacted the stated aims of CAMP to protecting the coastal and marine environment and contributing to the sustainable development.

### Specific assessment meetings

- One-on-one discussions with Joseph Gauci (Unit Manager, Strategic planning), Michelle Borg (involved in the design and implementation of the CAMP), Christine Tanti (CAMP Project Manager), officers responsible for MSFD, WFD and desertification;
- Site visits to southern coast of Malta and the CAMP project area (NW coast).

### Assessment issues

- Transferability to other countries:
  - There would appear to have been little opportunity to disseminate the capacity and capability produced by the project beyond a national forum. However, there should have been, given that Cyprus and Montenegro (at least) that followed had a strong spatial planning focus.
- Implementation of the national strategy:
  - Use of tools (e.g. SEA) from the ICZM portfolio has been widely up-scaled from the project local area to a national setting, and used in other local plans.
- There is a strong indication that ICZM principles embedded in a spatial planning framework are

more effective and sustainable than used under their own right.

- Capacity building: a lot of knowledge and skills have been developed within this CAMP project and have been perpetuated within the institutional and organisational setting of Malta – including a new generation of employees (i.e. those not originally connected to the CAMP project – but, this is because some original CAMP staff remain to perpetuate the outputs of the CAMP project.
- CAMP Malta has led to a continuity of technical practices and skills generated by the project but to what extent this has filtered out beyond the planning community is not clear - and has not really gone beyond the borders of Malta.
- Networking was highlighted as a missed opportunity and should be a high priority in any future developments.
- MAP RACs, although sectoral, provided very useful inputs into the project – but that they operate independently was highlighted as a weakness.
- A future CAMP should be predicated from the Mediterranean-level down (i.e. top-down rather than local bottom-up approach).

Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The project was designed and implemented fully in line with the CAMP guidelines and principles	5
<b>Achievement of site-specific objectives</b>	The project has fully achieved its specific objectives (to contribute to national efforts towards sustainable spatial development, management and environmental protection in Malta)	5
<b>Horizontal activities</b>	The project successfully implemented its identified horizontal activities	5
<b>Achievement of methodological objectives</b>	The project comprehensively completed all its planned activities	5
<b>Capacity building</b>	A strong component of the project that has resulted in a strong institutional memory	4
<b>Participation</b>	Participation was a strong planned element but was not entirely effective	4
<b>Vision, territorial project</b>	The project resulted in a comprehensive action plan and strategies	5
<b>Sustainable local governance</b>	At a national level, yes, at the local site not so effective	4
<b>Follow-up</b>	A post-programme activity was implemented	4
<b>Monitoring and assessment</b>	Key indicators for themed outputs were designed and implemented	4
<b>External contributions</b>	Yes, but effectiveness is questionable	4
<b>Sub-national and national integration</b>	Not directly, but strategies and actions to address gaps identified	4
<b>Obstacles and barriers</b>	Some project implementation obstacles	4
<b>Horizontal impact</b>	Yes, especially in the area of MPAs	4
<b>Vertical impact (not national)</b>	The outputs from the site study significantly impacted national-level activities	5
<b>Coastal information system</b>	No evidence – not a specific to project	N/A

National level	Comment	Indicator
<b>Awareness</b>	Yes and has persisted into new staff as well as existing	5
<b>Policy and strategy</b>	Strongly influenced national activity and policy	5
<b>Legislation and regulations</b>	Not directly led to new legislation but has influenced implementation of legislation	4
<b>Coastal governance</b>	Influenced the implementation of spatial planning practices	4
<b>Coastal information system</b>	Yes, through matrices	4
<b>Research and education</b>	Some evidence in lessons learned	3
<b>Indicators and evaluation</b>	Indicators produced not clear how they are persisting	3

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	Little interaction with other CAMP projects	1
<b>Implementation of ICZM Protocol</b>	Not relevant	N/A
<b>Implementation of SPA/BD Protocol</b>	Yes, through some MPA activities	3
<b>EU Legislation and policy</b>	Post-project activities have had an EU focus	3

### References

Document title	File name
Agreement relative to the coastal area management programme – The project for Malta	CAMP Malta Agreement.pdf
MAP CAMP “Malta” Project Final Presentation Conference Report	CAMP-Malta-FPC-Report-final.doc
MAP CAMP "Malta" Project: Inception report	CAMPMalta-IncRep-Final.doc
Coastal area management in Malta	pap_malta.pdf

# CAMP Cyprus

*Visit: 12-13 January 2015 - Department of Environment / Ministry of Agriculture, Natural Resources and Environment, Nicosia*

## Summary

The Project is oriented towards sustainable management of the whole coastal area of Cyprus, introducing and applying principles, methodologies and practices of sustainable development and Integrated Coastal Zone Management (ICZM) and Tools of Integrated Coastal Area Management. The focus was to tackle policy level problems through tools that strengthen policy integration and promote co-operation between key departments with overlapping responsibilities and roles in coastal management.

CAMP Cyprus was agreed at the 12<sup>th</sup> Ordinary Meeting of the Contracting Parties to the Barcelona Convention in November 2001 and launched in January 2006 ending June 2007 followed by implementation of post-project activities. As well as the PAP/RAC as the Project implementing Centre, the Blue Plan Regional Activity Centre (BP/RAC), the Regional Activity Centre for Specially Protected Areas (SPA/RAC), Environment Remote Sensing/Regional Activity Centre (ERS/RAC), were involved in implementing individual Project activities.

The project was preceded by a number of technical documents including a Feasibility study prepared. CAMP Cyprus pursued six main Activities grouped under two main thematic categories:

- I. Methodology of Integrated Coastal Area Management (ICAM)
  - (1) Integrated Coastal Area Management
  - (2) Sustainability Analysis, Public Participation and Awareness (*Imagine*)
  - (3) Introduction of Biodiversity concerns in ICAM
- II. Tools of Integrated Coastal Area Management, including Local Pilot Application Case Studies
  - (4) Strategic Environmental Assessment

- (5) Carrying Capacity Assessment
- (6) Environmental Economics (Resource Valuation and Economic Instruments)

The above Activities included Mapping Support and Public Communication activities.

The main objectives of the Project included the following:

- strengthening the integration of policies for the conservation and sustainable development of coastal resources;
- increasing collaboration among the competent Departments and national experts in the policy-making and implementation process;
- improving public awareness of the scope and significance of coastal area management; and
- harmonizing national / local level development visions and reconciling planning policies with local community income aspirations.

## Assessment of the CAMP Project

The project final report documents activities that had taken place against the objectives as laid out in the project agreement document.

**Strengths:** The project did produce a series of tangible outputs that largely remain valid today but have not been adopted as there has not been an enabling policy environment (N.B. this could be an issue of timing as soon after project completion there was the economic crash). But greater awareness and understanding of issues and possible approaches remains.

**Weaknesses:** Implementation of the project appears in reality to have centred on a series of workshops provided for each of the objective/theme areas and it is unclear as to how those workshops transcribed into outcomes from

the project. The real activity of the project was centred on the local case study, which led to a degree of marginalisation at a national level. The modus operandi of the project did lead to the involvement of a large number of stakeholders but this did not lead to tangible benefits especially post-project.

### Specific assessment meetings

- One-on-one discussions with Glafkos Constantinides (CAMP Task Manager), Irene Constantinou (Department of Environment) and Joanna Constantinidou (Department of Environment).
- A workshop held with project stakeholders representing national and local level involvement in the CAMP Cyprus project.

### Assessment issues

- Transferability to other countries:
  - There has not been any formal transfer of the project outside of Cyprus.
- Implementation of the national strategy:
  - Strategy and plans produced could not be adopted by individual sectors, as there is no enabling environment and supporting legislative process.
- The up-scaling from local level to national level was missing which is necessary and mechanisms to transfer project outputs into a spatial planning context were missing so outputs have not translated into outcomes.
- Capacity building: a lot of knowledge and skills have been developed within this CAMP project.

However, this has remained confined and has not led to any tangible permanent capability within any sector areas. Capacity developed through workshops produced reports, but experts came and went so no supporting follow-up.

- There was an absence of integration of project activity into policy (other than in report format) and the project did not help to overcome department fragmentation.
- There is a need for project activity to be more directly linked to the policy and legislative framework and needs that prevail.
- Exchange between CAMP projects: Agreed that it is important that experience and knowledge can be shared in a network. A Mediterranean platform (internet portal) could be useful particularly in the context of fulfilling EU requirements.
- Although other RACs were involved this was largely ineffective other than in the short term. In addition, there is little to no co-ordination between RACs in terms of how their support addresses overall aims and objectives of project.
- There is currently no clear process to link the local to national to regional in terms of needs and outputs.
- There needs to be a clearer link between the processes advocated through the CAMP project and the actual mechanisms of policy, management and governance at the country level.



Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The project was designed and implemented fully in line with the CAMP guidelines and principles	5
<b>Achievement of site-specific objectives</b>	The project has fully achieved its specific objectives (to contribute to national efforts towards sustainable spatial development, management and environmental protection)	5
<b>Horizontal activities</b>	The project successfully implemented its identified horizontal activities	5
<b>Achievement of methodological objectives</b>	Some degree of success, but persistence of project outputs have not been matched project objectives	3
<b>Capacity building</b>	Activities did not lead to long term capacity building	3
<b>Participation</b>	Good participation that has persisted	4
<b>Vision, territorial project</b>	Strong policy and vision statements were outputs of the project but as yet largely not implemented	4
<b>Sustainable local governance</b>	Some evidence of persistence through institutional memory but in some ways not realised in real change	3
<b>Follow-up</b>	Some evidence	3
<b>Monitoring and assessment</b>	No evidence	1
<b>External contributions</b>	Expected inputs made, but value somewhat questionable	3
<b>Sub-national and national integration</b>	Recommendations made but largely not implemented	4
<b>Obstacles and barriers</b>	There were significant obstacles from different perceptions and expectations amongst stakeholders	2
<b>Horizontal impact</b>	Not directly, but institutional memory of project is strong and persistent	4
<b>Vertical impact (not national)</b>	Strong policy outputs from project but largely not implemented	3
<b>Coastal information system</b>	Mapping support was included but did not lead to a direct product	1

National level	Comment	Indicator
<b>Awareness</b>	Yes, but this is confused and perceptions are inconsistent amongst stakeholders	4
<b>Policy and strategy</b>	Strong policy recommendations but largely not implemented	4
<b>Legislation and regulations</b>	This is still intended	3
<b>Coastal governance</b>	Although not very formally the project has had a significant influence at the individual and organisational level	4
<b>Coastal information system</b>	The information systems remain very fragmented	1
<b>Research and education</b>	No evidence of this	1
<b>Indicators and evaluation</b>	On paper. But not in practice	3

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	Little evidence of any meaningful interaction with other CAMP projects	1
<b>Implementation of ICZM Protocol</b>	No evidence that other than personnel associated with the project are active in an EU context	2
<b>Implementation of SPA/BD Protocol</b>	No evidence other than specific project activity	1
<b>EU Legislation and policy</b>	No evidence that other than personnel associated with the project are active in an EU context	2

### References

Document title	File name
Agreement relative to the coastal area management programme (CAMP) – The project for Cyprus	CAMP Cyprus Agreement.pdf
MAP CAMP Cyprus Inception report	CAMPCY Inception Report_Final.pdf
MAP CAMP Cyprus Report of the CAMP Cyprus inception workshop	CAMPCY_IW_report_final.pdf
CAMP Cyprus. Diagnostic – Feasibility Report	Fstudyrep.pdf
Integrated Coastal Area Management in Cyprus: Biodiversity Concerns	WEB Biodiversity.pdf
ICAM methodology and proposed strategic framework	WEB ICAM Report.pdf

# CAMP Algeria: Coastal Area Management Programme (CAMP) "The Algerian Coastal Area"

*Visit: 9-10 February 2015, Ministry of Country Planning and of Environment, Department of Environment, of Spatial Planning, National Coastal Commission, Algiers*

## Summary

The scope of the project was oriented towards sustainable management of the coastal area around Algiers. The project covered 212 km of coastline up foothills to 60 km landward (4,400 km<sup>2</sup>) and up to 100 m isobaths at sea (800 km<sup>2</sup>), including three major bays (Bou Ismail, Algiers and Zemmouri) and 125 municipalities from four "wilayas".

CAMP Algeria was agreed at the 10<sup>th</sup> Ordinary Meeting of the Contracting Parties to the Barcelona Convention in November 2001. The agreement was signed in 2001 and the project was launched in September 2002 and really ended in February 2006, followed by implementation of post-project activities (2006-2008).

As well as the PAP/RAC as the Project implementing Centre, the Blue Plan Regional Activity Centre (BP/RAC) and the Regional Activity Centre for Specially Protected Areas (SPA/RAC), Secretariat for 100 Mediterranean Historical Sites, Environment Remote Sensing Regional Activity Centre (ERS/RAC) were involved in implementing individual Project activities.

The project was prepared by a number of technical documents including a Feasibility study. The main objectives of the Project included the following:

- Social development and well-being of population;
- Development of economic activities making rational use of natural resources;
- Stopping degradation of natural ecosystems;
- Prevent processes with negative impacts on the environment.

These objectives were pursued through **five main thematic** activities:

- controlling urbanization and soil artificialisation;
- controlling pollution from sewage and waste;
- protection of sensitive natural and cultural sites;
- integrated management of water resources;
- integrated management of coastal zones.

supported by five cross-cutting **functional activities**:

- co-ordination and integration of project activities;
- development of information system;
- sustainability study;
- implementation of a training and participation programme;
- elaboration of a funding strategy.

## Assessment of the CAMP Project

The project was assessed through desk studies of the project documents (integrated report, report of each activity) and a visit to Algiers with interviews of experts who had participated in the project and of people in charge of implementing into policies and strategies the outcomes of the project (Ministry of Environment, National Coastal Commission). It must be noted that during the assessment visit (February 2015), the Ministry of Environment was finalizing the national coastal strategy prescribed by the ICZM Protocol, partly built on lessons learned from the CAMP project and due to be adopted in 2015. The assessment includes interviews (prior to the visit and during the visit) with experts of PAP/RAC involved in the

implementation of the project or definition of the national strategy.

The project can be considered very successful. Apart from the quality of the project and of the team, part of this success must be linked to the strong personal *commitment of the Minister of Environment* himself. This project triggered many changes at national level, including the development of a national coastal strategy, and can be considered a milestone for the national coastal policy in Algeria.

**Strengths:** The project (including post-project activities) was a major driver for the evolution of the national coastal policy towards ICZM principles and to the development of a national coastal strategy implementing the ICZM Protocol through a three-level scheme (national strategy, 3 coastal plans, plans at the scale of each municipality).

There was a strong link with the planning system at all scales (country: National Scheme of Spatial Planning, Coastal Management Plans), maybe because planning and environment are under the same minister. Technical and strategic dimensions were taken into account. The project really contributed to capacity building including in the administration (most of the senior officers in charge of coastal zones in the Ministry of Environment have participated in the project).

**Weaknesses:** The initial funding was probably too limited (option chosen to use only public funding): as a consequence, some thematic actions decided were not funded. There was a lack of phasing between the project and Algeria's policy financial plans: some measures included in the project were decided too late to be taken into account in the financial programming of ministries. The input from some other MAP RACs was limited.

**Governance:** During the preparation phase, the governance was not wide enough (only specialists and administrations, few or no economic stakeholders).

### Specific assessment meetings

- 9-11/02/2015: Meetings in the Ministry of Environment (M. Samir Grimes, Direction of Environment and Sustainable Development, Deputy Director for Coastal Zone and Bureau Chief; Directorate General of Spatial Planning);
- 10/02/2015: National Coastal Commission: meeting with General Director.

### Assessment issues

- *Transferability* to other countries:
  - It is likely that this approach is specific to Algeria's organization and setups and couldn't easily be transferred.
- Implementation of the *national strategy*:
  - The Algerian CAMP project has been considered a major step towards development of a national strategy from the beginning, and it played this role.
- *Capacity building*: a lot of knowledge and skills have been developed within this CAMP project. This knowledge and know-how were efficiently disseminated through adaptation of curricula and teaching by people participating in the project.
- Political support: personal involvement of key stakeholder (minister) brought strong support to the project and direct benefits from the project to national policy.
- Exchange between CAMP projects: except exchanges through PAP/RAC, most of the exchanges were at individual level rather than at project level.
- Participation of (and in some cases outputs from) MAP RACs other than PAP/RAC was limited.

Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The project was designed and implemented fully in line with the CAMP guidelines and principles	5
<b>Achievement of site-specific objectives</b>	The project has fully achieved its specific objectives	4
<b>Horizontal activities</b>	Most of the horizontal activities have achieved their objectives	4
<b>Achievement of methodological objectives</b>	The project contributed to methodological development (sustainability study)	4
<b>Capacity building</b>	The project strongly contributed to capacity building at all levels (from local to national) for several types of stakeholders (local and national administration, academic institutions, some economic stakeholders)	5
<b>Participation</b>	High level of participation from most of stakeholders (administration, education, science, etc.). Some weaknesses (economic stakeholders, civil society)	4
<b>Vision, territorial project</b>	The project has supported the elaboration of shared visions at several scales/levels up to national level (national coastal strategy)	5
<b>Sustainable local governance</b>	The project contributed to the set up of the coastal governance in the project area	3
<b>Follow-up</b>	Most of the “post-project” tasks were implemented, several components of the project are still alive	3
<b>Monitoring and assessment</b>	Indicators were defined (AMOEBA), but it seems they have not been operationally assessed after the end of the project	2
<b>External contributions</b>	Some of the external contributions (e.g. from other RACs) were not at the expected level	3
<b>Sub-national and national integration</b>	The project has really influenced the national policy and regulations	5
<b>Obstacles and barriers</b>	The project was strongly supported at high level	5
<b>Horizontal impact</b>	It seems that the project has not direct influence on other local coastal projects (but indirect through national policy)	2
<b>Vertical impact (not national)</b>	The project has strong influence (both direct and indirect) at sub-national levels (municipalities, wilayas)	4
<b>Coastal information system</b>	The project did not produce a complete coastal information system (many layers are missing)	3

National level	Comment	Indicator
<b>Awareness</b>	The project substantially contributed to developing awareness of the importance of coastal zones and of ICZM	5
<b>Policy and strategy</b>	The project has major influence on national policies or strategies	5
<b>Legislation and regulations</b>	The project influenced changes in legislation and regulations at national level	4
<b>Coastal governance</b>	The influence of the project in changes in coastal governance at national level is not very visible	2
<b>Coastal information system</b>	The project supported the development of the national coastal information system (GIS)	2
<b>Research and education</b>	The project really influenced education and research on coastal matters	4
<b>Indicators and evaluation</b>	The project had no direct visible effects, but indirect ones (through the strategy)	3

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	Only occasional contacts with other CAMP projects	2
<b>Implementation of ICZM Protocol</b>	The project strongly contributed (definition of one of the first national ICZM strategies)	4
<b>Implementation of SPA/BD Protocol</b>	No visible contribution	1
<b>EU Legislation and policy</b>	Algeria is not an EU MS, but the CAMP project supported co-operation with the EU in the framework of the Association Agreement	N/A

## References

Document title	File name
Plan d'Action pour la Méditerranée Accord relatif au Programme d'Aménagement Côtier pour la zone côtière algéroise (Algérie)	ACCORD PAC Algerie.pdf
Activité: Gestion intégrée des zones côtières. Action pilote: Site du lac de Réghaia	Action pilote - site du lac de Reghaia.pdf
Analyse de durabilité dans le cadre du PAC « Zone côtière algéroise » (Algérie). Rapport Final	Analyse de durabilite.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Formation et Participation. Rapport final	Formation Participation - Rapport Final.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Gestion intégrée des ressources en eau et assainissement liquide – Tendances et alternatives	Gestion ressources en eau - tendances et alternatives.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Activité: Gestion intégrée de la zone côtière Rapport de synthèse final	GIZC- Rapport final.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Lutte contre la pollution liée aux déchets solides. Phase II – Programmes de gestion	Lutte pollution déchets solides.pdf
Rapport de la Réunion sur la mise en œuvre du PAC « Zone côtière algéroise » (Alger, les 1er et 2 décembre 2001)	PAC-Alger-rapport.doc
Rapport de l'Atelier de lancement du PAC « Zone Côtière Algéroise »	PAC-Alger-Rapport-AL.doc
Compte-rendu de la Réunion de briefing des consultants impliqués dans le PAC « Zone côtière algéroise » (Marseille, les 28 et 29 janvier 2002)	PAC-Alger-rapport-Marseille.doc
Rapport de mission Par: Khaled Graba Chef de projet national du PAC d'Alger	PAC-Alger-rapport-mission-Graba.doc
Rapport de lancement	PAC-Alger-RL.doc
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Protection des sites culturels sensibles – Phase 2	Protection sites culturels.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Protection des sites sensibles naturels Rapport de troisième phase – Eléments de plan gestion pour la zone littorale	Protection sites sensibles naturels.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Activité: Protection des sites sensibles naturels marins du secteur Cap Djinet au Mont Chenoua Impacts des activités anthropiques	Protection_des_sites_sensibles_Rapport_2.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Activité: Protection des sites sensibles naturels marins du secteur Cap Djinet au Mont Chenoua Actions pilotes, plan d'action et recommandations	Protection_des_sites_sensibles_Rapport_3.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Rapport final intégré	Rapport final intégré WEB.pdf
Programme d'Aménagement Côtier (PAC) « Zone côtière algéroise ». Maîtrise de l'urbanisation et de l'artificialisation des sols Projet d'aménagement Rapport: Etude prospective de l'urbanisation – Phase 2	Urbanisation-artificialisation des sols.pdf

# CAMP Morocco: Coastal Area Management Programme for the Central Rif

*Visit: 11-13 February 2015 - Ministry of Environment, Rabat*

## Summary

The CAMP Morocco project was aimed to preserve the natural and cultural resources of the Rif area, and to contribute to the local development with regard to these resources.

Studies started in 2003. The Agreement between the Ministry of Environment of Morocco and the UNEP/MAP was signed in 2007. The project was implemented between 2007 and 2010. The post-project activities ended in 2012.

The project involved three types of activities:

- **Co-ordination and functional activities\_**
  - Co-ordination, integration and institutional steering at national and local level;
  - information system;
  - sustainability analysis;
  - awareness and participation;
  - elaboration of a **sustainable strategy implementing ICZM**, and of the related action plan;
- **Thematic activities** aimed to local priorities:
  - sustainable tourism;
  - protection of natural sensitive sites;
  - protection and valorisation of historical and cultural heritage; and
- **Post-project activities** (implementation of action plan, monitoring, capitalization at MAP level).

## Assessment of the project

The project fully achieved its objectives (strategic, thematic and cross-cutting). Most of the post-project actions were not fully implemented, mainly because no institutional stakeholder was in charge

of this implementation, and of the continuation of the project.

**Strengths:** The project did produce a shared vision starting from very incompatible positions from various stakeholders (development vs. protection). Good experience of efficient cross-sectoral, interdisciplinary work was developed. An efficient governance scheme was established at local level during the project. There was South-South co-operation at some level. The project influenced other regions in Morocco or in other countries of the Western Mediterranean. The project had real influence on policy in some sectors (e.g. tourism).

**Weaknesses:** The project produced a territorial project, but no institution is engaged in implementing it. There was no appropriation of the project at national level. Some projects (e.g. Atlantic coast) are developing on the coast and do not take into account the lessons from the CAMP project, and do not implement the ICZM approach. The participation of other RACs was weak or too sectoral. Most of the post-project tasks (such as monitoring) were not implemented. Most of the recommendations from the project have not been implemented. Finally, despite its real local achievements, the project had limited influence at national level.

## Specific assessment meetings

- 11 – 13 February: Meetings in Ministry of Environment in Rabat;
- Individual interviews of experts associated to the preparation or the implementation of the project: MM. Sbai, Nachite, Dakki, Chaoui M. Adidi (now Director of Institute for Management and Urbanism), Ms Snoussi (Co-ordinator of CAMP Morocco), Ms Rheyati, Ms Gardi.

### Assessment issues

- Political commitment: It seems that the political commitment that existed at national level when the project was launched quickly vanished. There is still no clear co-ordination at national level for coastal policy.
- South-South co-operation: Experts from other countries were involved in other CAMP projects (Algeria), which was considered very positive. This co-operation was continued at some level through common participation to projects (e.g. EU FP7 Project PEGASO).
- Monitoring: The set of indicators defined by the sustainability study was not complete, and it was not used after the end of the project (it was a post-CAMP task, but no institution is in charge of implementing monitoring and assessment).
- Governance: Default from national level, not enough support, not enough interest for the project; as a consequence, the results of the project did not really support improvement of coastal governance, and even locally the effects vanished (local committees).
- Information system: The project insisted on the importance of maintaining the information system, which is a key component of any long-term ICZM. No institution was committed to implement this recommendation.
- Communication and valorisation of the project's results: There was no visible communication on these results. A *national workshop* supported at high level could have been organized, creating awareness, supporting networking, but it was not.



Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The CAMP Morocco project was fully in line with the CAMP guidelines	5
<b>Achievement of site-specific objectives</b>	The project achieved all its specific objectives	5
<b>Horizontal activities</b>	All horizontal activities were carried with the expected results	5
<b>Achievement of methodological objectives</b>	The methodological objectives of the project (e.g. sustainable tourism) have been achieved	5
<b>Capacity building</b>	The capacity built during the project was not lost, but was not fully valorised (administration, academic or professional curricula)	3
<b>Participation</b>	There was good participation of all stakeholders	5
<b>Vision, territorial project</b>	The project did produce a vision and a territorial project, which are now the base for planning and management	5
<b>Sustainable local governance</b>	There are few remains of the local governance created by the project	2
<b>Follow-up</b>	Low follow-up. Lack of commitment and funding. Most post-project activities were not carried or achieved	2
<b>Monitoring and assessment</b>	No monitoring or assessment activities were detected after the end of the project	1
<b>External contributions</b>	Some of the external contributions were not at the expected level	3
<b>Sub-national and national integration</b>	The project had influence on the regional plans, but there was no institutional link	2
<b>Obstacles and barriers</b>	The project encountered obstacles at the beginning, but they were removed	5
<b>Horizontal impact</b>	Low connection with other coastal projects, even not very distant ones	2
<b>Vertical impact (not national)</b>	The project had visible influence beyond local level (provinces, region)	3
<b>Coastal information system</b>	The project produced a complete local coastal information system, not lost but not accessible now	3

National level	Comment	Indicator
<b>Awareness</b>	The project improved at some level awareness for coastal zones and ICZM, but below what could have been expected	3
<b>Policy and strategy</b>	The project has no direct visible influence at policy level; some occasional indirect influence, more on people than on institutions	2
<b>Legislation and regulations</b>	No visible or very low influence on the development of coastal legislation (but some influence it seems on spatial planning)	2
<b>Coastal governance</b>	The project had no visible influence on coastal governance at national level	1
<b>Coastal information system</b>	The project had little influence on the design of a national coastal information system	2
<b>Research and education</b>	The project did influence the coastal curricula, through personal influence of experts in teaching more than through awareness and capacity building in institutions	3
<b>Indicators and evaluation</b>	No visible influence on national coastal indicators or evaluation scheme	1

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	There was some co-operation at horizontal level (Spain, Algeria) in the same sub-region	3
<b>Implementation of ICZM Protocol</b>	The project had few visible influence on the implementation of the ICZM Protocol	2
<b>Implementation of SPA/BD Protocol</b>	The project contributed through the establishment of the National Park of Al Hoceima as a SPAMI	3
<b>EU Legislation and policy</b>	N/A	N/A

## References

Document title	File name
Rapport de l'Atelier de lancement du PAC du Rif central (Maroc)	AL-Rapport.pdf
Plan d'Action pour la Méditerranée Accord relatif au Programme d'Aménagement Côtier pour la zone côtière du Rif central (Maroc)	ACCORD PAC Maroc.pdf
Rapport de l'Atelier de clôture	Atelier de cloture_Rapport_Final.pdf
Programme d'Aménagement Côtier en Méditerranée marocaine : Etude de faisabilité	PAC_Maroc_Rapport_Final.pdf
Rapport des Ateliers GIZC et Programme Participatif du PAC- Rif central (Maroc)	Rapport Ateliers Mdiq janv09.pdf
Destinations Développement de stratégies pour un tourisme durable dans les nations méditerranéennes Maroc: Rapport diagnostic	Rapport Diagnostic.pdf
Rapport de l'atelier sur la GIZC et l'analyse de durabilité	Rapport_atelier_Al Hoceima_avril09_action_pilote&AD.pdf
Analyse de durabilité de la zone côtière du Rif central. Rapport final	WEB Analyse de Durabilite.pdf
Activité thématique « Développement du tourisme durable » Rapport diagnostic: la Province de Chefchaouen	WEB Developpement du tourisme durable.pdf
Diagnostic de la biodiversité marine du Rif central et orientations de gestion	WEB Diagnostic de la biodiversite marine du Rif central et orientations de gestion.pdf
Activité thématique « GIZC » Rapport final de l'action 2: « Opérations pilotes »	WEB Operations Pilotes.pdf
Patrimoine culturel historique du Rif Central. Rapport final	WEB Patrimoineculturelhistorique du Rif Central.pdf
Protection des sites culturels sensibles Inventaire et diagnostic	WEB Protection des sites culturels sensibles.pdf
PAC-Maroc. Rapport de lancement	WEB Rapport de lancement.pdf
Activité thématique GIZC Rapport final de l'action 1: « Diagnostic »	WEB Rapport Diagnostic.pdf
Gestion Intégrée de la Zone Côtière du Rif Central Rapport de synthèse final	WEB Rapport Final GIZC.pdf
PAC-Maroc Rapport final intégré	WEB Rapport Final Integre.pdf
Activité thématique « Sensibilisation et participation » Rapport final	WEB Sensibilisation et participation.pdf
Activité thématique « Tourisme durable » Rapport final	WEB Tourisme Durable.pdf

## CAMP Spain: Levante de Almeria

*Visit: 17-19 February 2015, Servicio Provincial de Costas, Almeria, Territorial Delegation of the Junta de Andalucía, Municipality of Nijar*

### Summary

The project was oriented towards sustainable management of the coastal area in the southern part of the Almeria Province, covering 219,000 ha (71,000 ha marine) of eight municipalities, accompanying a change of territorial model in the area related to tourism and new housing, but also especially the large-scale development of greenhouse agriculture.

The project aimed to serve as a demonstration experience that can be extrapolated internationally, nationally, regionally and locally, which ensures the application of the ICZM Protocol in the framework of the Barcelona Convention.

The project was approved by the CoP13 in 2003, the feasibility study was approved in 2006, the agreement between the Spanish Ministry of Environment, the regional Ministry of Environment of Andalucía and the UNEP/MAP was signed in 2007; the project was formulated between 2008 and 2010, and most of the project activities occurred between 2010 and 2013.

The project activities comprised of:

- **Horizontal activities:**
  - Institutional Co-ordination and Social Participation Framework;
  - Information and Awareness on Coastal Sustainability;
  - Training and capacity building.
- **Individual projects:** in thematic areas of major interest identified in the preparatory processes:
  - Sustainable Development Reference Framework;
  - Water Cycle Sustainable Management;
  - Maritime Environment Sustainable Use;
  - Dissemination of Good Practices in Productive Activities;
- Valuation and Conservation of the Landscape and Cultural Heritage;
- Improvement of the management criteria for the Marine, Terrestrial and Hydraulic Public Domain.
- **Other activities** related to project co-ordination, integration and dissemination of results

### Assessment of the CAMP project

The project was carried out during a difficult period: economic crisis striking many of the key economic sectors concerned, political changes with priorities shifted towards economy rather than environment or even sustainable development. Most of the planned activities have been carried out.

The project has generated a strong participative process and succeeded in producing a shared territorial strategy and priority action plans. There was no appropriation of the project outcomes by the relevant institutions, and most of the “post-project” actions have in fact not been carried out. The project was not fully appropriated by the national authorities, and this experience was not valorized at this level, nor duplicated. Nevertheless, the project has really influenced many plans and actions up to the regional and regulatory level.

**Strengths:** The participation was very good, with a lot of stakeholders deeply involved in the process through “Imagine” workshops. The project produced a very interesting governance scheme and created a community with a common language. The project produced a “Reference Framework for Sustainable Development” document, which is in fact a real territorial strategy for the area. The main thematic activities produced realistic and operational action plans. The

information system and educational material produced by the project were very good, and have been integrated into the territorial systems. The project has influenced many policies (e.g. regional coastal law by Junta de Andalucía), strategies (tourism), plans (spatial plans) and actions (by public and private stakeholders). Some co-operation was adumbrated with other countries in the Alboran region.

**Weaknesses:** The outcomes of the project were generally not appropriated by the relevant administrative authorities (only in some ways at municipal and provincial level). The project was not validated at national level nor influenced the national coastal policies, while it could (should) have been a perfect pilot project for the newly adopted ICZM Protocol. The national level didn't implement the agreed actions (monitoring, evaluation). Although many ideas from the project have in fact been implemented, the stakeholders involved in the participative process feel that there was no follow-up, which caused frustration. Most of the "post-project" actions have not been implemented (e.g. monitoring).

### Specific assessment meetings

- 17<sup>th</sup> February: meeting at *Servicio Provincial de Costas*, Almeria: six participants;
- 18<sup>th</sup> February, meetings with Jose Manuel Ortiz Bono, Territorial Delegate of the Junta de Andalucía, Jose Maria Garrido Ramos, President of the Coastal Council, Ana Correa Peña, Project Co-ordinator;
- 19<sup>th</sup> February: field visit to Nijar, meeting with Antonio Jesús Rodríguez Segura, Alcalde - President of Nijar.

### Assessment issues (from exchanges)

- Sustainability: no institution appropriated the outcomes of the CAMP Project.
- Territorial strategy: The "Reference Framework for Sustainable Development" is in fact a complete and consistent coastal strategy, but only bits and pieces are implemented.

- Implementation of the national/regional (Andalucía) strategy: there is no coastal strategy; the project triggered ambitious and useful actions (e.g. "corredor littoral", 500 m setback in local regulations), but not a real policy or strategy.
- The up-scaling from local level to national level was missing, which is necessary, and mechanisms to transfer project outputs into a spatial planning context were missing, so outputs have not translated into outcomes.
- Capacity building: The capacity was gained mainly in the team, but the team has disappeared. Participation is a self-training process, but not formal, and not easy to export if it is not institutional.
- Participation: Indeed, it was one of the strongest points in this project and a very strong collective experience for all stakeholders. In fact, the process did create strong expectations, and the lack of follow-up (direct and visible, beyond changes in laws and decrees) generates frustration (project team and civil society).
- There was an absence of integration of project activity into policy (other than in report format) and the project did not help overcome department fragmentation.
- There is a need for project activity to be more directly linked to the policy and legislative framework. The CAMP project was carried out during a very difficult period (economic crisis, deep political changes with low priority to sustainability and protection – short-term priorities, little priority given to long term:
  - The Junta de Andalucía has been a relay for the ambitious idea of defining a setback at 500 m of the coastline.
- Exchange between CAMP projects:
  - The CAMP participants agree that it is important that experience and knowledge can be shared in a network, at the Mediterranean or sub-regional (Alboran) level.

- Although other RACs were involved, this was considered largely ineffective: short sectoral contributions (sometimes, no contribution when one was expected and contracted). It seems that there is little to no co-ordination between RACs in terms of how their support addresses overall aims and objectives of the project.
- There needs to be a clearer link between the processes advocated through the CAMP project and the actual mechanisms of policy, management and governance at the country level.

Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The project was designed and implemented fully in line with the CAMP guidelines and principles	5
<b>Achievement of site-specific objectives</b>	The project has fully achieved its specific objectives (e.g. water management, conservation of heritage)	5
<b>Horizontal activities</b>	Most of the horizontal activities have achieved their objectives	4
<b>Achievement of methodological objectives</b>	No methodological developments	N/A
<b>Capacity building</b>	The project contributed at some level to local capacity building (e.g. university, civil society, administrations) but not in a visible and institutional way	3
<b>Participation</b>	Very high level of participation from all stakeholders (administration, education, economic stakeholders, civil society, etc.) in a three-level governance scheme	5
<b>Vision, territorial project</b>	The project has produced a “reference sustainable development framework”, in fact a <i>complete coastal strategy for the area</i>	5
<b>Sustainable local governance</b>	Most of the governance structures created by/for the project disappeared after the end of the project	2
<b>Follow-up</b>	As no structure (institutional or not) was in charge of the follow-up, the “post-project” tasks were not implemented	1
<b>Monitoring and assessment</b>	Indicators were defined, but they have not been operationally assessed beyond the end of the project	2
<b>External contributions</b>	Some of the external contributions (notably from other RACs) were not at the expected level	3
<b>Sub-national and national integration</b>	The project has influenced the regional policy and regulations ( <i>Junte de Andalucía</i> )	3
<b>Obstacles and barriers</b>	The project didn’t encounter real obstacles or barriers; on the other hand, it seems that it was supported mainly at local level	4
<b>Horizontal impact</b>	It seems that the project has not influenced other local coastal projects	1
<b>Vertical impact (not national)</b>	The project has influenced the policy at regional level (coastal law)	3
<b>Coastal information system</b>	The project has built a complete information system. It survived the project and is now integrated in the regional information system ( <i>Junte de Andalucía</i> ), but not very visible	4

National level	Comment	Indicator
<b>Awareness</b>	The project had very little visibility at national level and didn't contribute at a significant level to national awareness	1
<b>Policy and strategy</b>	The project had little or no visible influence on national coastal policy and strategy	1
<b>Legislation and regulations</b>	The project had no direct influence on the evolution of the national coastal legislation, but probably some indirect one	2
<b>Coastal governance</b>	Despite very interesting local governance experiences, the project didn't influence the national coastal governance	1
<b>Coastal information system</b>	There is no visible impact of the project in the development of a coastal information system at national level	1
<b>Research and education</b>	There is no visible impact of the project at national level	1
<b>Indicators and evaluation</b>	The work done within the project didn't influence visible developments of the national coastal evaluation framework	1

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	The project has been involved in exchanges with Morocco	2
<b>Implementation of ICZM Protocol</b>	It seems that the project did not contribute a visible way to regional work about implementation of the ICZM Protocol (but some contributions, e.g. a setback of 500 m)	2
<b>Implementation of SPA/BD Protocol</b>	No visible methodological contribution	1
<b>EU Legislation and policy</b>	No visible interest of the EU for the project as a contribution to elaboration/implementation of EU coastal policies	1

## References

Document title	File name
Minutes of the 5th Steering Committee Meeting	2012_05_29 5th SC MEETING MINUTES v3.pdf
Memorandum of understanding among the Ministry of Environment of Spain, the regional Ministry of Environment of Andalucía, and the United Nations Environment Programme relative to the coastal area management programme (CAMP) Levante de Almería, Spain	CAMP Spain Agreement.pdf
Inception Report CAMP Levante de Almería	CAMP Spain Inception Report.pdf
Programme for the integrated management of the Mar Menor coastline and its area of influence. Feasibility study	camp-definitivo_ing.pdf
Report on the CAMP Levante de Almería Final Presentation Conference	Final_presentation_conference_report-FINAL.pdf
Levante de Almería CAMP. Feasibility study. Draft	FS-Draft Nov05.pdf
Levante de Almería, a laboratory to test Integrated Coastal Zone Management	levante_almeria_laboratory to test ICZM.pdf

# CAMP Slovenia

*Visit: 25-26 February 2015 - Ministry of the Environment/Spatial planning/RCC (Regional Development Centre) Koper*

## Summary

The scope of the project was oriented towards sustainable management of the whole coastal area of Slovenia, including the hinterland which makes part of the Adriatic river basin of Slovenia, and in particular of South Primorska region, introducing and applying principles, methodologies and practices of sustainable development and Integrated Coastal Zone Management (ICZM) and Integrated Coastal Area and River Basin Management (ICARM).

CAMP Slovenia was agreed at the Extraordinary Meeting of the Contracting Parties to the Barcelona Convention in July 1996 and was launched in March 2004 and ended June 2006 followed by implementation of post-project activities. As well as the PAP/RAC, as the Project implementing Centre, the Blue Plan Regional Activity Centre (BP/RAC), the Regional Activity Centre for Specially Protected Areas (SPA/RAC), the Regional Marine Emergency Response Centre for the Mediterranean Sea (REMPEC) and the Regional Activity Centre for the Environment Remote Sensing (ERS/RAC), were involved implementing individual Project activities.

The project was preceded by discussions with the MAP Co-ordinator and PAP/RAC and a Feasibility study prepared. The activities of the project were focussed on the following objectives:

- to contribute to sustainable spatial planning and management in the coastal area and the Adriatic river basin in Slovenia;
- to contribute to the upgrading of relevant institutions for sustainable development and management at the regional level;
- to contribute to the development of human capacities at regional and national levels;
- to raise the environmental and sustainable development awareness at the regional level;
- to reinforce public participation in development planning and management processes;
- to apply methodologies, tools and practices of sustainable development, ICZM and Integrated Coastal Areas and River Basin Management (ICARM);
- to apply methodologies and tools for Strategic Environmental Impact Assessment (SEA) and Scenario Planning;
- to generate project results and experience to be used in defining and implementing the project follow-up activities as envisaged by the Project Agreement; and
- to develop planning, management and implementation approaches at regional and municipal levels, applicable to other areas;

with an overarching objective to contribute to national efforts towards sustainable spatial development, management and environmental protection in Slovenia.

The strategy of the project was focussed on the principles of sustainable development, applying the ICZM methodology in the context of regional development planning and programming, as well as spatial planning at the regional and municipal levels.

## Assessment of the CAMP Project

The project adhered to the objectives and activities as laid out in the Project Agreement document and adapted appropriately to changes in the national situation during the course of the project implementation.

**Strengths:** The institutional memory and persistence of CAMP Slovenia project outcomes is

very significant and has led to changes in attitude and approach by individuals and their organisations towards coastal planning. These changes have contributed significantly to further project development, as well as influencing planning and development of the coastal space of Slovenia at national and EU level. The CAMP reports continue to influence the regional planning of the coast of Slovenia.

**Weaknesses:** The outcomes of the project have an almost exclusive spatial planning and development focus and the process of ICZM is not very obvious (This brings into question the relevancy of the ICZM process when applied in a purely spatial planning context). Despite significant technical inputs, as these were workshop-based with little capacity development in their use, these technical aspects have not persisted well beyond the project implementation. Integration between all elements of the project is not always very obvious.

### Specific assessment meetings

- One-on-one discussions with Mitja Bricelj (UNEP/MAP & PAP/RAC Focal Point), Slavko Mezek (Project Co-ordinator), Municipality of Piran (led by Manca Plazar, Head of Spatial Planning);
- Site visits to the coastline of Slovenia and the 3 municipality areas of the project.

### Assessment issues

- Transferability to other countries:
  - Slovenia is very active at an EU and sub-regional level and so CAMP Slovenia in general has had a wide exposure. However, this is largely outside of the CAMP PAP/RAC spectrum.
- Implementation of the national strategy:
  - Project outcomes have had significant inputs in Regional Development Programme for the period 2007–2013 and associated Municipality activities.
- There is a strong indication that ICZM principles embedded in a spatial planning framework lead

to more effective and sustainable outputs and outcomes in contrast to standalone ICZM projects.

- Capacity building: although a large number of workshops and technical tools were demonstrated (principally by RACs) they have left little competencies to repeat or replicate these technical skills.
- A lack of data is not necessarily an issue in itself, but management skills to utilise data is.
- Transboundary issues and management at the sub-regional level are key challenges and drivers.
- CAMP Slovenia has led to a continuity of institutional capacity but to what extent this has filtered out beyond the planning community is not clear.
- Networking was highlighted as a missed opportunity and should be a high priority in any future developments.



Project level	Comment	Indicator
<b>Compliance with CAMP lines</b>	The project was designed and implemented fully in line with the CAMP guidelines and principles	5
<b>Achievement of site-specific objectives</b>	The project has fully achieved its specific objectives (to contribute to national efforts towards sustainable spatial development, management and environmental protection in Slovenia)	5
<b>Horizontal activities</b>	The project successfully implemented its identified horizontal activities	5
<b>Achievement of methodological objectives</b>	Methodological objectives designed to support spatial planning were achieved	5
<b>Capacity building</b>	A wide range of activities at different levels were undertaken	4
<b>Participation</b>	The project required and established strong participation with stakeholders involved in the delivery and up-take of the project	5
<b>Vision, territorial project</b>	The project was embedded in national level activity and significantly contributed to that development	5
<b>Sustainable local governance</b>	There is strong evidence of a maintained institutional memory of the project that persists in an operational sense	5
<b>Follow-up</b>	Perhaps not strongly formally, but activity as a consequence of the project is strong	4
<b>Monitoring and assessment</b>	No evidence that this has happened	2
<b>External contributions</b>	All expected inputs were provided but their impact was not always as high as should have been expected	4
<b>Sub-national and national integration</b>	Aligned very strongly with National goals and activities	5
<b>Obstacles and barriers</b>	The project was managed well and able to follow its planned course	4
<b>Horizontal impact</b>	Not directly, but ICZM is firmly embedded in planning practices	4
<b>Vertical impact (not national)</b>	Not directly, although it is clear Slovenia has been able to play a significant role in the development of ICZM and spatial planning in the EU context	3
<b>Coastal information system</b>	A regional spatial information system was produced but not clear how persistent it has been	3

National level	Comment	Indicator
<b>Awareness</b>	The institutional memory of the project is strong and embedded in working practices	5
<b>Policy and strategy</b>	The project has had and continues to have a strong influence on regional development and planning	5
<b>Legislation and regulations</b>	No specific legislation but significant impact on policy development	4
<b>Coastal governance</b>	Evidence that the project has influenced strongly at national and sub-national level	5
<b>Coastal information system</b>	Project outcomes have strongly influenced coastal management	5
<b>Research and education</b>	Not directly at national level, but in terms of participation in EU projects significant	3
<b>Indicators and evaluation</b>	Yes, across a number of sectors (tourism, water)	4

Regional and international	Comment	Indicator
<b>Regional horizontal co-operation</b>	Some co-ordination with CAMP Montenegro	2
<b>Implementation of ICZM Protocol</b>	Indirectly through activities of associated personnel	3
<b>Implementation of SPA/BD Protocol</b>	Indirectly through activities of associated personnel	2
<b>EU Legislation and policy</b>	The project outputs and experience have indirectly supported EU policy	3

### References

Document title	File name
Agreement relative to the coastal area management programme (CAMP) – The project for Slovenia	AGREEMENT-Final-Sept03.pdf
CAMP Slovenia Feasibility Study	CAMP feasibility study.pdf
MAP CAMP Slovenia Regional Plan for the Spatial Development of South Primorska Phase 1 Interim Report	Conception Phase 1 Final.pdf
MAP CAMP Slovenia Conception of Spatial Development of South Primorska and the Programme of Measures for Its Implementation	Conception-Final.pdf Conception-MAPs.pdf
MAP CAMP Slovenia Conception of Spatial Development of South Primorska and the Programme of Measures of its Implementation. Phase 2 Interim Report	Conception-Phase 2 Final.pdf
Report on the Coastal Area Management Programme (CAMP) Slovenia. Final Presentation Conference	Final Conference Report.pdf
MAP CAMP Slovenia. Detailed spatial planning conception of the coastal area. Final Report	Final report Urban.pdf
MAP CAMP Slovenia inception report	Inception Report 23 Feb05.pdf
MAP CAMP "Slovenia" Report of the CAMP Slovenia inception workshop	INCEPTION_WORKSHOP_REPORT.doc
Minutes of the meeting on the Coastal Area Management Programme (CAMP) for Slovenia	Meeting07080103Rep.doc
MAP Coastal Area Management Programme (CAMP) Slovenia: Final Integrated Report	mts171.pdf
The systematic and prospective sustainability analysis 'Imagine' within CAMP Slovenia. Final report	pac_slovenije_final.pdf
MAP CAMP Slovenia Programme of public participation, training and promotion. Final Report	Participation-final.pdf
Regional programme of environment and water resources protection. Final report	Water-Final with cover page no annexes.pdf





PAP/RAC is established in 1977 in Split, Croatia, as a part of the Mediterranean Action Plan (MAP) of the United Nations Environment Programme (UNEP). PAP/RAC's mandate is to provide support to Mediterranean countries in the implementation of the Barcelona Convention and its Protocols, and in particular of the Protocol on Integrated Coastal Zone Management. PAP/RAC is oriented towards carrying out of the activities contributing to sustainable development of coastal zones and strengthening capacities for their implementation. Thereby, it co-operates with the national, regional and local authorities, as well as with a large number of international organisations and institutions, such as UNEP, FAO, IMO, UNESCO, UNDP, the World Bank and the European Commission.

