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Executive Summary

The third phase of the SMAP Programme (SMAP III) focuses on encouraging integrated coastal zone management (ICZM) around the Mediterranean as well as on assisting the environmental administrations in the Mediterranean Partner Countries (MPCs) in their efforts and policies.

SMAP III has a total EC contribution budget of approximately 13.5 million €, allocated to 10 projects. These comprise: one horizontal project (SMAP III-TA), which provides technical assistance on demand; one regional project, also of horizontal character, aiming at raising awareness for sustainable development (SD) and ICZM and enabling a relevant common policy framework; 7 projects, each focusing on one country and aiming to apply ICZM on different parts of the Mediterranean coast; 1 ICZM project addressing two countries (Morocco, Algeria). The ICZM projects cover only 6 countries in total, namely Algeria, Egypt, Lebanon, Morocco, Tunisia, and Turkey. The two horizontal projects address all MPCs.

Responsibility for implementation of the ICZM SMAP III projects lies with a Project Coordinator, i.e. the leader of the implementing consortium, based in an EU country, with the exception of the Gökova Bay project in Turkey, whose coordinator is locally based. The SMAP III-TA Project Coordinator is based in Cairo, while the “raising awareness” project is implemented by international organisations (UNEP and World Bank) based in Europe. The responsibility for the management of the SMAP II Programme and its projects is with the EC Delegation in Cairo.

Eight out of the 10 projects started in -or about- the beginning of 2006 and are scheduled to be completed, if no extension is granted, by the end of 2008 (3-year duration). There are three exceptions: The SMAP III-TA project, which started in September 2005 and is scheduled to end in July 2009 (having received an extension); and two projects, in Tunisia and Algeria, whose durations are 2.5 and 2 years respectively.

All 10 projects were monitored in the course of the MED ROM 5th regional monitoring mission (ME5), which took place in November-December 2007. Monitoring revealed the following:

- **Progress stage:** Most projects were monitored at about 2/3 of their duration, with slightly over 1 year of implementation remaining. Almost all projects had set up stakeholders' fora and were close to finalising the analytical part of the ICZM process (studies to assess the status of the environment), with a considerable delay though in most cases. The synthetic process of developing the ICZM Action Plan had not started yet, planned to start at times ranging from January to April 2008.
- The **average performance** of the SMAP III projects is satisfactory (average rating 2.75/4.00), though less so than that of the SMAP II projects monitored in the past (2.99/4.00 for SMAP II in 2005). Both average scores correspond nevertheless to an overall rating of “b”.
- **Successful and problematic projects:** The SMAP III-TA project and one ICZM project (Nador region, Morocco) have received “a” or “b” scores in all 5 criteria, whilst 2 more ICZM projects have received at most one “c”. Three out of the 10 projects should be considered problematic, as they have received an overall score of “c” (2.50 or lower).
- **Relevance** (aver. rating 2.67): All projects are relevant and respond to real, and often pressing, needs. Nevertheless, there are flaws in the design of some projects, which include typically the omission of important components of the ICZM approach (especially those aimed at ensuring sustainability) and the lack of clarity regarding the roles of the different partners, which has sometimes led to conflicting views among partners as concerns the project aims and implementation tactics.
- **Efficiency** (aver. rating 2.38): Almost all projects have faced serious difficulties, especially in their first year (2006), with the availability of inputs and the management of funds, due to conflicting procedures followed by the EC and some project partners. In many cases the projects have managed to solve such problems, but some of the problems have not been resolved yet. Certain projects have also faced other specific problems causing inefficiencies, due to changes in their implementation environment. As a result, most projects have suffered substantial delays.
- **Effectiveness** (aver. rating 2.79): Effectiveness is the criterion mostly revealing potentially successful projects. A mixed picture emerged: while the monitors assessed that most of the projects are likely to achieve their objectives (ratings of “a” and “b”), the ability of three projects to achieve their objectives has been assessed as rather low (“c” rating).
- **Impact prospects** (aver. rating 3.05): Impact prospects for most projects appear good (only one project scored a marginal “c” on this criterion). Even for projects that have little chance for

achieving their objectives, the ICZM process offers the possibility to make a positive impact in various ways and all projects have found at least one such way (capacity development, coast/lake monitoring, awareness raising, creating a participatory culture, etc.). Impact is the only criterion with an average rate higher than that of SMAP II (2005). This could be due, among other, on the timing of implementation (SMAP III being implemented later, when the environment is more receptive to such initiatives), as well as to the nature of the projects (SMAP III comprises focused interventions on ICZM, addressing specific cases in each country).

- **Potential Sustainability** (aver. rating 2.87): Sustainability is considered the most important criterion for SMAP in general. Sustainability of ICZM projects depends mainly on provision for and successful implementation of the following actions: (a) promoting the ICZM Plan to be prepared, to authorities and other key stakeholders, to obtain their endorsement and ensure that ownership of the Plan is transferred either to an existing institution or to an ad hoc body to be set up for this purpose; (b) ensuring the institutional role and the capacity of the body that will undertake the management of the ICZM Plan; and (c) initiating an effective contact with the donor community, thus creating favourable conditions to securing financing of the Plan's actions. In this respect, the design and/or implementation of 7 out of the 10 projects have provided for such activities at an adequate measure. The success of their efforts remains to be seen, as it depends both on the skill of the project staff and on intangible factors related with each project's implementation environment.

Some important observations of qualitative character are presented below:

- The challenge of implementing ICZM in MPCs differs in some significant ways from the one in Europe, due to different government and authority structures and different cultural characteristics in these countries, which affect both the environment and participatory processes. Most SMAP III projects have overlooked, at design stage, this fact and its implications on the project's efficiency.
- The project coordinators of 5 out of the 8 ICZM projects are universities or scientific institutions. This fact affects the style of project management and implementation, with more emphasis placed on the technical studies for assessing the state of the environment, the use of scientific equipment and capacity development and less emphasis given so far on the synthetic process of preparing the ICZM Plan and subsequent actions to secure its sustainability.
- ICZM-centred projects should be managed locally, from within their area of interest. The most successful projects have either based their design on local management (Gökova project) or have switched to local management, in response to the problems faced (Nador project). Apart from efficiency considerations, local partners are best placed to retain continuous contact with local stakeholders, to lobby more effectively, to identify "hidden" stakeholders, to foresee and understand prevailing conditions and changes in them, and to react quickly where appropriate.
- Inter-project and international cooperation has been minimal in SMAP III and has been limited to cross-participation in some capacity building events. Even the horizontal projects have worked independently with each partner country for the most part.
- All projects have achieved a good performance in capacity development and most of them are working successfully on awareness raising. The experience of the "raising awareness" project shows that reaching "high level policy makers" (ministers) through national or international events is ineffective and that awareness raising can be achieved more effectively through alternative interest groups such as senior civil servants, politicians, local authorities, professional associations, the media and the general public.

To maximise achievement of results and improve impact and sustainability prospects, it is recommended that:

- All projects prepare a comprehensive and realistic action plan for the rest of their duration, aimed at achieving maximum results, and present it to the EC Project Manager, so that an extension of up to 6 months (till June 2009) is granted to the projects that need it and the implementation of all projects in their final period is followed up closely. The projects should hasten the preparation of the ICZM Plan, to allow sufficient time for its promotion and endorsement.
- Projects attempt to gradually transfer a considerable part of project management to local partners, so as to ensure proper training (for replication purposes) and ability to take over after project completion.
- All projects coordinate with the "raising awareness" project and utilise its material to launch awareness campaigns, where appropriate; information material and contact lists be exchanged

among projects; a database be developed by the EC (possibly through either of the horizontal projects) with the material used for capacity building and awareness raising by all projects, for use both by the SMAP III projects and future ICZM projects.

- A workshop be organised by the EC in the spring of 2008 (possibly through the SMAP III-TA project), where all projects will present their progress and exchange information and experiences. More funds could be allocated, e.g. through the SMAP III-TA project, to boost inter-project cooperation and cross-fertilisation.
- Projects be requested to contribute, to the extent possible, in the identification of major polluters of the Mediterranean Sea (in the area of each project's interest), to pave the way for Horizon 2020.
- The EC undertake a comprehensive ex post evaluation of the entire SMAP III Programme about one year after the end of its implementation (first semester of 2010).

1. INTRODUCTION

In its Technical Proposal, the MED Monitoring Contractor proposed to elaborate each year and submit to the EC a number of Synthesis Reports on the main Regional Programmes that have been subject to monitoring. The role of these Synthesis Reports has been to present briefly the intervention logic of the Programme, the monitoring activity implemented with respect to the Programme and its key-findings, and to focus in a synthetic way on the results of the monitoring. Our experience from the past had shown that these Synthesis Reports have been very welcome by the concerned EC Services in view of their concise and consolidated contents.

Consequently, the 2007 monitoring workplan comprised, with the agreement of the AIDCO, a total of four Synthesis Reports, including the present report on the SMAP III Programme.

In December 2007, once all the monitoring visits to the projects of the SMAP III Programme had been implemented, the MED Monitoring Team proceeded in the elaboration of the present Synthesis Report on the Programme SMAP III. This Synthesis Report continues in the line started with the respective Synthesis Report on SMAP I and SMAP II, which was elaborated in the end of 2005 and submitted to the EC on 5 January 2006.

2. PROGRAMME SYNOPSIS

2.1. Background of the SMAP Programme

The objective of sustainable development and its environmental dimension have been fully integrated in the Euro-Mediterranean Partnership through the Barcelona Declaration of 1995. Participants at the Conference emphasised their interdependence with regard to environment, the need for a regional approach, increased co-operation, and better co-ordination of existing multilateral programmes. They recognised the importance of reconciling economic development with environmental protection, of integrating environmental concerns into the relevant aspects of economic policy and of mitigating the negative environmental consequences which might result. They confirmed their attachment to the Barcelona Process and the Mediterranean Action Plan.

The Commission was entrusted in the Barcelona Declaration with the co-ordination of the preparation of a Short and Medium-term Priority Environmental Action Programme (SMAP). A participatory approach was foreseen, with the involvement of all Partners in this preparation from the start, through meetings of Euro-Med Environmental Correspondents, designated for this purpose within the relevant Environment Ministries. Consultations have also taken place with the Mediterranean Action Plan (MAP) Co-ordination Unit, the Mediterranean Environmental Technical Assistance Programme (METAP), major NGOs with activity in the Region, and other relevant civil society organisations.

In the above context, the SMAP was adopted in November 1997 at the Euro-Mediterranean Ministerial Conference on the Environment held in Helsinki, as a Programme coordinated by the EC for the protection of the Mediterranean environment. Its aim is to encourage all Mediterranean countries to adopt sustainable environmental strategies and policies and to improve the status of the environment in the region. The EC commitment for the first phase was of 6 mio € and for the second phase 30 mio €. The EC commitment for SMAP III is 13,479,518 €.

2.2. SMAP III Programme Intervention Logic

The definition of the overall objectives of SMAP has evolved along its three phases. The Programme's defined purpose, including the aim to have the SMAP become the common basis for environmental policy orientation and funding in the region, is long-term and thus does not fully match its classification as a short-to-medium term programme. The expected results comprise capacity-building and inter-regional environmental cooperation, also calling for a long-term approach. The five SMAP priority areas (Integrated Water Management, Integrated Waste Management, Hot Spots covering polluted areas and threatened bio-diversity systems, Integrated Coastal Zone Management, and Combating Desertification) have provided continuity for SMAP activities during the first and second phases.

Based assumingly on the results of the SMAP I and II, the SMAP III introduced a reorientation of SMAP, focusing on integrated coastal zone management (ICZM) and sustainable development, as detailed below:

Objectives

The SMAP III programme aims to support the objectives of the Euro-Med Partnership in the environment by:

- (i) assisting Partners' environmental administrations in their efforts to prevent environmental degradation, improve environmental standards and integrate environmental considerations in all other relevant policies, and
- (ii) encouraging integrated coastal zone management (ICZM) around the Mediterranean (as recommended at the meeting of the parties to the Convention for the Protection of the Mediterranean Sea, including the European Community, in the November 2003 in Catania), in the light of the rapid deterioration of the most sensitive areas.

Project description

1. Environmental policy assistance and institutional strengthening

Technical assistance, training and information services will be made available to Partners' administrations (particularly environmental administrations) on a demand-driven basis, in the following areas:

- Administrative reform, with a view to helping national administrations (also local if appropriate) to improve the overall consistency of development policies and to better integrate environmental concerns within sectoral strategies and policies;
- Preparation of sectoral environmental strategies aimed at halting environmental degradation, improving environmental performance and reconciling economic and social priorities with environmental preservation in the sectors of e.g. energy (energy efficiency and the promotion of renewable energy), transport, agriculture, water management, tourism and urban development;
- Fiscal reform, with specific consideration to incentives and disincentives influencing behaviour in the fields of: architecture and construction; energy efficiency and the promotion of renewable energy; urban and coastal transport; water pollution prevention, saving and re-utilisation, waste control, recycling and re-use;
- Legislation (re)drafting, particularly in relation to issues (i) that may be insufficiently covered by the MEDA bilateral programmes aimed to implement the Association Agreements, such as: investment legislation, land-ownership regulations, codes of conduct in the sectors of industry and tourism; or (ii) only partly covered by these programmes, such as regulations concerning insulation, air-conditioning and lighting (including for public sector buildings), environment standards and environment monitoring procedures in the energy, mining, transport, agricultural and forestry sectors; (N.B: particular attention is given however to the most pressing needs of each country and to the necessity of avoiding overlapping with the MEDA bilateral programmes mentioned above).

2. Promotion of Integrated Coastal Zone Management (ICZM)

- Assistance, as necessary, for the design, setting up, and strengthening of cross sectoral institutions in order to best address the protection, surveillance and rational development of the coastal zone;
- Support to the preparation and to the implementation of integrated action plans, aimed to reconcile conservation and development objectives, taking account of the interests of the various economic sectors (especially tourism, but also industry, transport, agriculture, fisheries and forestry), in addition to considerations of pollution control and natural resources preservation;
- Assistance for the selection and the establishment of areas deserving special protection, due to e.g. their biological value, in addition to helping in the definition of the practical mechanisms by which this protection (against, in particular, urbanization and infrastructure construction, tourism installations, industrial and other effluents) can be effective;
- Promotion of methods aimed to ensure the participation of the local populations - including relevant representatives of the business sector and non-government organizations - in the preparation, implementation and monitoring of coastal zone management plans;
- Identification of infrastructure investments that could be considered for funding by major lending institutions, such as the European Investment Bank, including its Facility for Euro-Mediterranean Investment and Partnership (FEMIP), with a view to facilitating their execution; with a similar objective in mind, contacts with the EIB and FEMIP in the process of preparation of the integrated actions plans, will be established, too.

Throughout the execution of this part of the programme, it should be noted that close relationships are to be maintained with the UNEP offices in charge of implementing the Mediterranean Action Plan, in order to best take advantage of their experience in the fields concerned and to develop synergies with their own undertakings.

In addition, all work under this component should be designed in coherence with EU Recommendation 2002/413/EC concerning the implantation of ICZM in Europe.

As far as the implementation of integrated action plans and the creation of new protected areas are concerned, technical assistance inputs are to be supplemented (in addition to possible EIB funding) by co-financing grants that will be made available on a competitive basis, following local and/or sub-regional calls for proposals.

Expected results

- Active contribution to the adoption by Partners' governments of an overall strategic approach for environmental protection, which will hopefully give rise to policies and measures that can reverse current unsustainable development trends in the Mediterranean and reduce their impact on natural resources assets.
- Placing at the disposal of the Partners of a combination of methodological, technical and financial instruments, which should pave the way to a more harmonious development of the coastal areas. This is of particular relevance, since these are currently the subject of a very high pressure from urban growth, infrastructure construction activities, tourism investment and inadequate management of fisheries resources, as well as contamination by nutrients, hazardous substances and illegal discharges.
- Demonstration of the feasibility and the effectiveness of sustainable development approaches in the area of coastal zone management but also in more specific fields that will be covered indirectly, such as rural development, urban planning and management and biodiversity conservation.
- Provision of the opportunity, by supporting integrated management plans in these areas, to promote new forms of public-private partnerships on development issues as well as practical methods for involving civil society representatives in decision-making processes.
- Encouragement of collaboration between neighbouring states, in addition to stimulating collective thinking and cross-fertilisation between the countries of the region as a whole.

2.3. Projects under the Programme

The Table 1 overleaf recapitulates all the Projects of the SMAP III Programme. It shows also the two SMAP II Projects that were still under implementation at the end of 2007 and that were thus monitored in the frame of the regional monitoring mission organised in November-December 2007. However, it has to be noted that this Synthesis Report does not comprise an appraisal of the 2 SMAP II Projects, but is limited to the 10 SMAP III Projects only.

Table 1: Projects under the SMAP II Programme (still ongoing as of end 2007) and the SMAP III Programme, Monitored in 2007

N	CRIS	Project Title	Coordinator	End date	EC Budget (in €)	Monitoring History	Partner countries	Short description	Mgmt
SMAP Phase 2 (CRIS No: 6261)									
1	61794	The Fara'a and Jerash Integrated Watershed Management Project	Environmental Quality Authority of the Palestinian Authority	30 Sep 2007	3.881.730	2005	Palestine Jordan	The Jordan valley south of the Tiberias Lake is flanked by the West Bank plateau in the west and the Gilead plateau in the east. Both have an elevation of 1,000 meters above sea level or more. The predominantly rural populations on both sides of the Jordan valley are faced by a series of environmental threats, related to: the increasing demand for land, water and energy, the erosion of fertile soils, the ineffective / extensive water use, the pollution of water resources due to discharge of untreated water and fertilisers, the increasing salinity of groundwater. The natural carrying capacity of the land and water resources has been heavily surpassed in the watersheds of the Jordan valley. This leads to limited economic perspectives for the involved population and thus limited financial resources to address these problems in an integrated and effective manner. The project focuses on two areas opposite of the Jordan River: the Wadi Al-Fara'a area in the Nablus district on the West Bank, and the Wadi Zerqa Jerash area on the East Bank escarpment in Jordan. In both areas the local populations and the environmental problems they face have similar characteristics.	AIDCO
2	61790	Management of horizontal activities and support to the regional Euro Mediterranean Programme for the Environment (RMSU)	Agenzia per la Protezione dell' Ambiente e per i Servizi Tecnici (APAT)	30 June 2006	3.124.000	2003 2005	All MED	In support to the Barcelona Declaration, the Euro - Mediterranean Programme for the Environment was adopted at the Euro-Med Ministerial Conference on Environment (Helsinki, 1997). The programme identified five priority fields and since then in total 15 projects went ahead under the names SMAP and SMAP II. In the course of their implementation it became apparent that there was a need also for horizontal support to these projects, provided in this operation.	EC Del Cairo
SMAP Phase 3 (CRIS No: 6261)									
1	107349	Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III)	Environmental Resources Management	08 July 2009	4.299.122	Not monitored before	All MED	SMAP III Programme follows SMAP I and SMAP II programmes and focuses exclusively on Integrated Coastal Zones Management (ICZM). SMAP III is made of 7 "local", 1 regional and 1 horizontal project. This operation is the horizontal project of the SMAP III Programme.	EC Del Cairo
2	110648	ALAMIM Alexandria Lake Mariout Integrated Management	Barcelona Metropolitan Entity for Solid Waste and Hydraulic Services (BMA)	31 Dec 2008	598.895	Not monitored before	Egypt	This project aims to promote sounder and more sustainable development of the Coastal Zone of Alexandria through the promotion of integrated management of Lake Maryut Zone, and the adoption of a sound participatory integrated development action plan for this zone encompassing environment protection, economic development and the needs and interests of all stakeholders. The action targets Alexandria Governorate, the Regional Bureau of the Egyptian Environmental Affairs Agency EEAA, relevant local and national authorities, industries, local communities and NGOs, private sector, investors, and visitors. The main activities include the participatory development of an integrated action plan for the Lake zone involving all stakeholders; the design and institutionalization of Lake Maryut Management and Monitoring units at Alexandria Governorate and the regional bureau of EEAA and developing the necessary methodological, technical and financial instruments for implementation; and capacity building activities and public awareness programmes for local and provincial authorities and stakeholders.	EC Del Cairo

N	CRIS	Project Title	Coordinator	End date	EC Budget (in €)	Monitoring History	Partner countries	Short description	Mgmt
3	110655	Preparation & implementation of the Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay and the Sedir Island within Gökova Specially Protected Area	University of Mugla, Faculty of Engineering	31 Dec 2008	1.067.600	Not monitored before	Turkey	Integrated coastal management has been on the agenda of Turkey since late 1980s. Specially protected coastal areas have been designated and managed since 1988. Several reports have been prepared on the need and implementation of ICM. National conferences on the subject have been organized by the Turkish National Committee on Coastal Zone Management bi-annually since 1997. A number of site specific projects have been carried out. However, integrated management in its real sense has never been practiced. An integrated coastal management plan has not been prepared and enforced in general and in specially protected coastal areas. The Gökova and Sedir Island Integrated Coastal Management Project will be the first of its kind in Turkey in which integrated management coastal management will be practiced by utilizing the present administrative and legal systems.	EC Del Cairo
4	110656	Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia	WWF European Policy Programme - International Association Rome Branch	30 June 2008	1.240.000	Not monitored before	Tunisia	The project aims at identifying priority actions required to promote the sustainable and integrated use of the coastal and marine resources in Tunisia, through the elaboration of two participatory and concerted Integrated Coastal Area Management (ICAM) plans. The two pilot areas proposed are the region of Kroumirie & Mogods (K&M) in the north west and the Grand Sfax (GS) area. Tunisia has already developed in 1992 a Plan of Action for the management of the coastal areas and in 1995 the Agency for the Protection and Management of Coastal Areas (APAL, in French) was created. However, concrete ICAM initiatives have not taken place yet and the advantages of ICAM approach are not fully recognised. Strengthening of integration between the environment and other sectors are needed due the pressure on the fragile marine and coastal ecosystems.	EC Del Cairo
5	110659	Integrated Management of East Mediterranean Coastlines (IMAC)	Balamand University	31 Dec 2008	924.056	Not monitored before	Lebanon	The Lebanese coast suffers from uncontrolled urban sprawl, increased privatization of the shoreline, reduced public access to the beaches, solid waste dumping and landfills on the shore and in valleys, insufficient protection of strategic water resources and increased air pollution from transport vehicles, power plants and industries.	EC Del Cairo
6	110660	Reducing conflicts of coastal natural resource use in the province of Nador in Morocco	EUCC - The Coastal Union	31 Dec. 2008	580.000	Not monitored before	Morocco	The overall goal is to promote sustainable development in the coastal area of the province of Nador, Morocco, through the establishment of an Integrated Coastal Zone Management Plan of Action with civil society participation. To this aim, the project wants to contribute to resolving conflicts between different actors and developing to the largest possible extent win-win situations for the following forms of land use: fishing harbour, aquaculture, traditional fishing activity around the lagoon and also in the sea, urbanization developments, tourism activities (beach and nature), intensive agriculture, industry (the second industrial zone in Morocco after Casablanca), and biodiversity conservation.	EC Del Cairo
7	110661	AMIS - Algerian coastal management through integration and sustainability	Centro Interdipartimentale di Ricerca per le Scienze Ambientale di Ravenna (CIRSA)	31 Dec 2007	785.590	Not monitored before	Algeria	Algeria has witnessed in the stretch of 50 km from the coastline a rapid population and industrial activities growth in the last decades. The lack of rational planning and land use resulted in severe degradation of coastal ecosystems, especially in the most developed regions as Algiers' metropolitan area. The Wilaya of Algiers (Algiers provincial administration), with 64 km of coast, is Algeria's largest population and industrial centre and is responsible for a significant part of the country's coastal pollution (30% of industrial BOD ₅ , 27% of domestic BOD ₅ , 20% of total nitrogen and 14% of total phosphorus amount). The legislative framework for	EC Del Cairo

N	CRIS	Project Title	Coordinator	End date	EC Budget (in €)	Monitoring History	Partner countries	Short description	Mgmt
								coastal management has been strengthened with the adoption of laws on sustainable development and management of territory (2001) and on the protection and rehabilitation of coastal areas (2002), but the laws introduced can not always be effectively enforced due to the lack of specific regulations. Effectiveness of coastal zone management is inhibited by the limited autonomy of environmental authorities at regional level, authority's competences overlapping and limited capacity of institutions involved in environmental management.	
8	111246	El Kala / Moulouya des zones humides sensibles associées a une approche GIZC	Fondation Sansouire, Station Biologique de la Tour du Valat	31 Dec 2008	896.625	Not monitored before	Morocco, Algeria	The project was identified following the experiences of the MedWetCoast project in Moulouya (Morocco) and the MedMPA project in El Kala (Algeria), where participatory approaches were undertaken for the planning of the protected areas. The present intervention, coordinated by Tour du Valat (TdV) in France, aims at supporting the relevant institutions of the Governments of Algeria and Morocco in order to implement the principles of Integrated Coastal Zone Management (ICZM), especially with respect to sensitive coastal zones, under a participatory approach. Two are the targeted areas: the coastal zone of El Kala – Anaba in Algeria and the area of Moulouya/Saidia in Morocco. In Algeria the legislative framework for coastal management has been strengthened with the adoption of laws on sustainable development and management of territory (2001) and on the protection and rehabilitation of coastal areas (2002), but the laws introduced can not always be effectively enforced due to the lack of specific regulations.	EC Del Cairo
9	112172	Plan of Action for an Integrated Coastal Zone Management in the area of Port Said	Nucleo di Ricerca sulla desertificazione (NRD), Università di Sassari	31 Dec 2008	1.499.997	Not monitored before	Egypt	The coastal areas of Egypt have been interested during the last 20 years by increasing pressure from different activities. Strong impacts on the environment and ecosystems have been in particular generated by a urban sprawl, construction of new infrastructure (new highway) and overuse of the productive lands. These impact factors have consequently generated the increase of urban areas and the loss of productive and agricultural areas (with a reduction of available fertile soils), the decrease of the water availability and of its quality mainly used for agriculture and fish farming (heavy metals, pesticides and fertilizers residues, salt presence), the worsening of the biodiversity level, decreasing of fishery resources, the loss of wetlands surfaces in the internal zones and serious problems of coastal erosion, industrial pollution and urban waste management in the Nile delta and particularly in Port Said coastal area. Serious socio-economics problems (increasing of urban population, reducing of the incoming by agricultural activities etc...) have been identified as direct consequence of these factors of degradation.	EC Del Cairo
10	112721	Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management	UNEP Mediterranean Action Plan	22 Dec 2008	1.200.000	Not monitored before	All MED, EU	The project was designed to influence environment in MEDA region, by joining forces, on the one hand, of United Nations Environment Programme (Mediterranean Action Plan) and on the other, of World Bank Mediterranean Environment Technical Assistance Programme (METAP). The idea was to reach "high level policy makers" (taken to be "Ministers") and introduce to them a) long term projections of the conditions of environment and b) monetary estimates of cost of environmental degradation (in terms of % of GDP). All these in the hope that they will be thus convinced to start integrating environmental concerns into sectoral economic policies (key concept of sustainable development).	EC Del Cairo

3. WORK PLAN

3.1. Monitoring Approach of the MED Monitoring Team

The portfolio of EC-funded Projects in the Mediterranean Region consists of various types of projects which mainly differentiate due to their:

- Design;
- Geographical location;
- Size and complexity;
- Central or deconcentrated management.

There are two main types of projects, to which all MED projects can be grouped: (a) National (bilateral), and (b) Regional.

The Programme “SMAP III” consists of 10 projects, distinguished as follows:

- 8 country-focused (“national”) projects, each of them addressing integrated management of a coastal zone or, in some cases, the zone around a lake; one of these projects involves two countries, while the other 7 are implemented in a single country each;
- 1 regional project, focused on raising awareness among key policy-makers and enabling a policy framework for SD and ICZM across in the Mediterranean;
- 1 horizontal project (SMAP III - Technical Assistance), which provides TA upon demand as well as appropriate SD / ICZM tools.

The responsibility for implementation of the SMAP III projects lies with their Project Coordinators, i.e. the leaders of the implementing consortia, based in an EU or a MED country. On the part of the EC, all the SMAP III projects are managed by the EC Delegation in Cairo.

The MED Monitoring Team, based on the experience gained through the implementation of the ROM in the MED Region, has classified (with the approval of the AIDCO/A2 and AIDCO/A3) the Regional Projects into three main categories with the characteristics summarised in the following table:

Code	Characteristics	Monitoring approach
A	Projects with strong components in the MED countries and/or projects addressing a small number of MED countries	Monitoring in the MED country where the big bulk of activity is implemented and/or the Project Coordinator is based.
B	Projects the main bulk of activity of which is implemented in one country (usually in Europe) by their EU leading partner, while there are some activities in the MED	The Projects' Coordinators are visited first and, depending on the findings of these visits and on the needs of the Task Managers, a plan of sample visits to high priority partners and countries is set, which helps among others to identify best practices and problem issues. The number and locations (countries) of the sample visits are subject to the limits of the M-Project's budget. In case of ex-post ROM the maximum possible number of partners is visited.
C	The implementation takes place in Europe (or in a MED country) to produce results concerning the MED Region	Visits to the Projects' Coordinators in its base.

In the present case, **8** out of the **10** SMAP III projects are classified under the Category **A** above. The exceptions are the project “Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management” and the project “SMAP III - Technical Assistance”, which are best classified under Category **B**.

The monitoring of such regional programmes is assigned to a task force of international monitors, equally informed on the Programme and equally responsible for its monitoring, with complementary qualifications that ensure proper coverage of the sector expertise and the ROM experience. The Regional Support Network of Experts and the National Monitors of the ROM Team complement the monitors in the visits to the MED countries. The Leading Monitor of the Programme, i.e. one of the three International Monitors, is responsible for the elaboration of the Synthesis Report and works for this purpose in close cooperation with the other monitor and the ROM Team members involved in the

monitoring of the Programme in the field. In the case of the SMAP II, the Rom task force comprised 3 international monitors.

3.2. Incorporation of the SMAP Programmes in the Workplan

The definition of the Monitoring Portfolio started with the reception of the list of projects to be monitored in 2007, prepared by AIDCO/A2 in coordination with the EC Delegations in MED Countries and with AIDCO/A3 for (non deconcentrated) regional programmes. The ROM Team contributed to the finalisation of the M-Portfolio through checking on the monitorability of the projects versus the three main monitorability criteria provided for in the ROM Methodology. Based on this, the ROM Team elaborated its proposed Workplan for 2007, which was agreed with the relevant EC Services and adjusted and consolidated through continuous coordination and consultation with the concerned AIDCO Units (A2 and A3 and with the EC Delegations).

In this framework, the 2007 Portfolio of the MED ROM Team comprised the following **12** SMAP projects to be monitored in 2007:

SMAP II Projects (2):

- The Fara'a and Jerash Integrated Watershed Management Project
- Management of horizontal activities and support to the regional Euro Mediterranean Programme for the Environment (RMSU)

SMAP III Projects (10):

- Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III)
- ALAMIM Alexandria Lake Mariout Integrated Management
- Preparation & implementation of the Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay and the Sedir Island within Gökova Specially Protected Area
- Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia
- Integrated Management of East Mediterranean Coastlines (IMAC)
- Reducing conflicts of coastal natural resource use in the province of Nador in Morocco
- AMIS - Algerian coastal management through integration and sustainability
- El Kala / Moulouya des zones humides sensibles associées a une approche GIZC
- Plan of Action for an Integrated Coastal Zone Management in the area of Port Said
- Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management

The MED ROM Plan of Operations 2007 provided the plan presented in Table 2 overleaf for the monitoring of the SMAP projects in 2007.

Table 2: Portfolio and monitoring plan of SMAP projects in 2007

#	CRIS Contract	Title	Mission	BE	CRO	FR	IT	FIN	ES	GE	GR	NL	DZ	EG	IL	JO	LB	MA	PS	SY	TN	TK	Involved Countries	Visited countries	Monitoring Coverage	
SMAP II Projects																										
1	61794	The Fara'a and Jerash Integrated Watershed Management Project	ME5									x				x			√				3	1	33%	
2	61790	Management of horizontal activities and support to the regional Euro Mediterranean Programme for the Environment (RMSU)	ME5				√	x															2	1	50%	
SMAP III Projects																										
1	107349	Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III)	ME5			x	x							√									3	1	33%	
2	110648	ALAMIM Alexandria Lake Mariout Integrated Management	ME5			x			√			x		√									4	2	50%	
3	110655	Preparation & implementation of the Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay and the Sedir Island within Gökova Specially Protected Area	ME5																		√		1	1	100%	
4	110656	Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia	ME5				√		x												√		3	2	67%	
5	110659	Integrated Management of East Mediterranean Coastlines (IMAC)	ME5				x			x	x						√						4	1	25%	
6	110660	Reducing conflicts of coastal natural resource use in the province of Nador in Morocco	ME5									√						√					2	2	100%	
7	110661	AMIS - Algerian coastal management through integration and sustainability	ME5	x			√						√										3	2	67%	
8	111246	El Kala / Moulouya des zones humides sensibles associées a une approche GIZC	ME5			√							√					√					3	3	100%	
9	112172	Plan of Action for an Integrated Coastal Zone Management in the area of Port Said	ME5				√							√									2	2	100%	
10	112721	Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management	ME5		√								x	x	x	x	x	x	x	x	x	x	11	1	9%	
TOTAL				1	1	3	5		2	1	1	3	3	4	1	2	2	3	2	1	2	2	Average coverage		46%	

Legend

√: Existing and visited partner

x: Existing partner

The main data of the regional Monitoring Mission in the frame of which the projects have been monitored in 2007 are presented in the following two Tables:

Table 3: Monitored projects in 2007

N°	Period	Projects monitored	Monitoring Reports produced
SMAP II Projects			2
1	05/11/2007 to 06/12/2007	SMAP II - The Fara'a and Jerash Integrated Watershed Management Project	1
2		SMAP II - Management of horizontal activities and support to the regional Euro Mediterranean Programme for the Environment (RMSU)	1
SMAP III Projects			10
1	05/11/2007 to 06/12/2007	Technical Assistance to the 3rd Regional Environ-mental Programme (TA SMAP III)	1
2		ALAMIM Alexandria Lake Mariout Integrated Management	1
3		Preparation & implementation of the Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay and the Sedir Island within Gökova Specially Protected Area	1
4		Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia	1
5		Integrated Management of East Mediterranean Coastlines (IMAC)	1
6		Reducing conflicts of coastal natural resource use in the province of Nador in Morocco	1
7		AMIS - Algerian coastal management through integration and sustainability	1
8		El Kala / Moulouya des zones humides sensibles associées a une approche GIZC	1
9		Plan of Action for an Integrated Coastal Zone Management in the area of Port Said	1
10		Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management	1

Table 4: Overview of the monitoring activity for the Programme

Statistics of the Programme Monitoring Activity from 05/11/2007 to 06/12/2007			
N° of projects monitored	12	N° of monitoring operations	19
N° of specified sectors covered (at the level of CRIS code)	2	N° of monitoring reports	12
N° of missions undertaken	1	Million € covered (All projects monitored)	€ 20,1
N° of Countries visited	11	Average size of Project monitored (mio €)	€ 2,0

Out of the above, 10 projects, 1 CRIS specified sector, 10 monitoring operations and 10 monitoring reports correspond to the SMAP III programme. The total budget of those projects is 13.1 mio € and the average project size 1.3 mio € / project.

3.3. Preparation of Missions

The preparation of the missions was carried out based on the experience on the monitoring of similar programmes, gained in previous years. A key element for the successful preparation has been the smooth and close cooperation with all involved actors and in particular with the responsible EC Delegation in Egypt.

3.3.1. Cooperation with AIDCO and the EC Delegation

As mentioned above, the ROM MED Plan of Operations for 2007 was adjusted and consolidated through a continuous coordination and consultation with the AIDCO/A2, responsible for the MED Monitoring Project, and with the EC Delegation in Cairo, in charge of the management of the SMAP.

In the beginning of 2007, an Introductory Note was sent by AIDCO/A2 to all the concerned EC Delegations in MED Countries, presenting to them the portfolio of projects for 2007. Based on this Note, the MED ROM Project established its first working contact with the EC Delegation in Egypt on 23 March 2007, proposing dates and tentative contents for the monitoring, inter alia, of the SMAP II and III projects. This proposal was approved by the EC Delegation in Cairo and the monitoring mission preparation could take place within the usual timeframe prior to the planned mission implementation.

3.3.2. Preparation and Organisation of the Monitoring Visits

As already mentioned in the previous sections, the timing of the monitoring missions had been set in March 2007, in cooperation with the AIDCO and the EC Delegation in Cairo. In the case of the SMAP III projects, no need arose to modify this initial planning.

Three monitors were assigned to the monitoring of the SMAP III programme, as per the approach presented in section 2.1 above, and were supported as appropriate by the experts of the Regional Support Network of Experts (RSNEs) of the project.

The Monitoring Team received the documentation through the EC Delegation Task Manager in charge, but also from the projects' coordinators. Direct contacts and consultation of the MED Monitoring Team with the projects' coordinators (and their partners) for all projects were developed, in order to concretely prepare all the technical and logistical aspects of the missions.

The briefing and debriefing meetings with the EC Delegation in Cairo were timely organised and prepared, and took place in the following dates:

- 15 November 2007 Briefing meeting at the EC Delegation,
- 5 December 2007: Debriefing meeting at the EC Delegation.

4. INSIGHTS OF THE PROGRAMME

4.1. Short Presentation by Project

A short presentation of the situation of each project is given below, before discussing on the assessment of the projects' progress and performance and on the respective scores.

Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III)

This project comprises horizontal activities that support the SMAP III project as a whole and promote its objectives. It includes a component aiming to bring to the attention of partner governments the broader concept of Sustainable Development (SD), which encompasses also Integrated Coastal Zone Management (ICZM). In addition, it provides appropriate SD and ICZM policy and management tools and offers TA, on a demand-driven basis. This project's budget is about 33% of the total budget of all SMAP III projects. Two budget-neutral riders have already been signed for the project, the first to reallocate budget lines so as to take over from its predecessor project (SMAP II-RMSU) the operation of SMAP web portal and publication of information bulletins and the second to extend its duration by 10 months.

ALAMIM Alexandria Lake Mariout Integrated Management

This project aims to prepare a Plan to promote Integrated Management (IM) and Sustainable Development (SD) of the Lake Mariout, west of Alexandria, which has been degraded for decades by uncontrolled urban expansion and development, and by pollution from urban, industrial and agricultural wastes. Such a plan is needed urgently, since several bodies are already engaging in uncoordinated and often unauthorized development activities around the Lake. Among the project objectives is the creation and empowerment of an institutional body that will be responsible for the management of the Plan. The project partner scheme includes the Governorate of Alexandria and the Egyptian Environmental Agency, the two most relevant public sector institutions that had participated in the shaping of the proposal. The project is managed both from Barcelona by the Coordinator and from Cairo by CEDARE, an international NGO. It is facing serious difficulties after the change of Governor in late 2006, the new Governor being much less supportive. Another serious problem is the lack of reliable data in regard to the city development strategy, which was one of the key assumptions used in the IM Plan and was to be provided by the World Bank through a project that was foiled. As a result, there are serious doubts that the project can reach its objectives.

Preparation & implementation of the Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay and the Sedir Island within Gökova Specially Protected Area

This project provides a nice demonstration of the ICZM methodology, which is being successfully applied in a part of Turkey's western coast (Gökova Bay). It involves only Turkish partners, including the local Governorate, a number of other relevant state authorities and the municipality of Akyaka. The partners managed to set up early in the project a Committee of Stakeholders, which meets regularly and operates effectively. Small but promising results have already started to emerge from the operation of the Committee, which is successfully addressing and resolving a number of issues. The project objectives are achievable. Unfortunately, a management crisis within the Project Coordinator (University of Mugla) has resulted in the replacement of the project director, the consequence being a visible deteriorating of the project's effectiveness.

Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia

This project aims at identifying priority actions required to promote the sustainable and integrated marine resources in Tunisia, through the elaboration of two participatory and concerted coastal area management plans (ICAM) at the pilot areas of Kroumirie & Mogods (K&M) and of Grand Sfax. The project is coordinated competently by WWF, with 4 Tunisian partners and "Medcities"¹. Despite some initial delays, the project has progressed efficiently, having properly deployed the planned human resources, purchased most of the equipment required, set up the necessary coordination mechanisms and carried out most of the required studies. After this preparatory work, it is likely that the project will proceed with the preparation of ICAM plans of action that will be agreed by the stakeholders, with

¹ Network of Mediterranean coastal cities created in Barcelona in 1991 at the initiative of the Mediterranean Technical Assistance Programme (METAP).

good impact prospects. Implementation of these plans however is uncertain, especially in K&M, due to administrative complexities (3 Governorates involved), lack of ICAM strategy and unclear responsibilities of public authorities. Implementation is less difficult in Grand Sfax, in view of the intense involvement at the municipal level and the visible political will.

Integrated Management of East Mediterranean Coastlines (IMAC)

This project aims to demonstrate the application of the ICZM methodology over an 80 km long coastline in North Lebanon. It has proceeded with substantial delays and will probably need an extension. The desk research has been completed and the project is now working on setting up a stakeholders' committee. The project reports an already active and dynamic participation of many stakeholders who, as a result of the project, have engaged in several activities such as the identification of important polluters in the area. Engagement of central government ministries, however, has been waning. By completion, the project will probably achieve its aim of officially setting up a Stakeholders' Committee. However, the operation of this committee after the end of the project is uncertain, and sustainability prospects in general are hampered by two factors: the critical political conditions prevailing in the country and the poor economic condition of municipalities, which cannot afford even regular maintenance costs.

Reducing conflicts of coastal natural resource use in the province of Nador in Morocco

This project aims at developing an ICZM plan for the Nador region which, apart from the beach, encompasses the largest lagoon in the South Mediterranean. The project is complex, as the region includes different types of communes (urban, rural and isolated small settlements), different landscapes (urban, rural, wetlands / RAMSAR sites, natural beauty areas, etc.) and conflicts between different uses of land and economic activities (agriculture, fisheries, urban development, etc.) The project seeks to address the conflicts and have them resolved through the stakeholders' forum that has been created. The project is coordinated competently by EUCC from Leiden and Barcelona, but most of the activities are managed by the local office of FUED (one of the partners) in Nador; local management has the benefit of ensuring an almost constant communication with the stakeholders. Three ICZM plans will be developed, focusing on 3 areas of the Nador region, which are very different from each other thus maximising the demonstration span. Despite some original delays, the project is almost on schedule and is proceeding well in 2 of the 3 areas; more effort is required in the 3rd area (urban Nador communities), in particular related with addressing the issue of solid waste management, which is degrading the lagoon, the beaches and the general quality of life in the region. Sustainability prospects are good, at least at present, due to the supportive policies of the region's Governor.

AMIS - Algerian coastal management through integration and sustainability

This is the only SMAP III project with a 2-year duration, planned to be completed on 31/12/2007, thus its monitoring was able to assess project results, outputs, impact and sustainability prospects more concretely than for other projects. The project aimed to develop an ICZM Plan for the Wilaya of Algiers, Algeria's largest centre of trade, industry development and sea hub, which is also subjected to a rapid growth of population and industrial activity. The region of interest includes 64 km of coastline and 45 km² of littoral domain area. The project benefits from a relatively favourable institutional framework on coast protection, in force in Algeria since 2002. The project was not properly designed, lacking clear focus and encompassing 4 over-ambitious project purposes (PP), whose attainment in a 2-year period is unrealistic. Moreover, it was designed by the Coordinator alone, with little or no involvement of the Algerian partners. These design deficiencies have resulted in implementation delays and other problems so that the project will not be able to produce the ICZM plan or guarantee its development within its time schedule. In spite of the problems, the project has made a tangible and sustainable impact in strengthening the monitoring networks of the coastal zone, through appropriate equipment and procedures and use of GIS database. Granting a budget-neutral extension should be considered, if this will allow the project to accomplish its objectives.

EI Kala / Moulouya des zones humides sensibles associées à une approche GIZC

This is the only SMAP III project involving 2 countries, Algeria and Morocco. The project does not involve cross-border cooperation but is actually a synthesis of two sub-projects implemented in two different coastal areas, one in each country. It is designed as a follow-up to two previous interventions, which had set up a participatory approach for the planning of protected areas. The project idea is to use this approach further to promote ICZM in the two coastal zones. The final outcome of this dialog sought by the project is the adoption of a "Contrat d' Espace Littoral" (CEL, Littoral Space Contract) in each zone, which will be a moral commitment of all stakeholders over a shared vision of the coastal

zone. The CEL will focus on natural resources' over-exploitation and on the specific engagements and resolutions needed to solve conflicts. The project has evolved so far more efficiently in Morocco than in Algeria. Similarly, attainment of the project's aim (the CEL and its management body) seems more likely in Morocco, due to a clearer institutional setup. Sustainability prospects in both countries depend on the institutional framework, whose development is an intangible factor for the project, and on the correct assessment of the human and material resources needed for its functioning.

Plan of Action for an Integrated Coastal Zone Management in the area of Port Said

This project aims to develop an ICZM Plan for the Port Said region coast. It focuses mainly on the nearby Lake Manzala, located just south of Port Said city and hosting different economic activities, including fisheries and agriculture as well as expansion of residential areas. The project has been well-designed but during implementation its relevance has reduced somewhat, since it pays little attention to factors related with the coast, such as the Port activity (including industrial) and the activities associated with the North of the Suez Canal. An attractive component of the project is the design and implementation of 3 pilot actions in the fields of water (irrigation), fisheries and agriculture. These activities aim to demonstrate novel ideas of sustainable exploitation of natural resources and include replicability guidelines in the ICZM Plan. Having encountered severe problems with the availability of inputs (funds and equipment) in 2006, the project has been substantially delayed in all its activities. An additional issue is the lack of serious cooperation between the two Egyptian partners, which have effectively divided project outputs, inputs and even stakeholders between them and operate competently but independently of each other. This process of isolation cannot continue during the synthetic process that will shape the ICZM Plan. Given the substantial delays, it is doubtful that the project will achieve its objectives on time, especially since the pilot actions have not started yet and their results are planned to be incorporated in the ICZM Plan. Thus a budget-neutral extension should be requested and granted, especially to allow time for promoting the ICZM Plan among important stakeholders for endorsement and to the donor community for financing, thus asserting its sustainability. Irrespective of the success of this effort, the project will probably make a substantial impact in improving the lake's monitoring, through an indicator-based system that will be established.

Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management

This project differs significantly from the other SMAP III projects. It is implemented by UNEP, in collaboration with the World Bank (WB / METAP), which, however, has contributed very little to the project so far. The project is essentially managed from PAP/RAC in Split, Croatia, and the Blue Plan in Sophia Antipolis, France. It was initially designed to reach the "high-level policy makers" (at the level of ministers) of the Mediterranean partner countries (MPCs). However, attracting such high-level officials in events proved difficult in practice, when no officials of comparable level from the EU were participating. Thus only one national workshop was organized in Morocco and only one of the 10 "Policy Briefs" was actually finalized and printed. The project accordingly underwent a change of strategy and attempts now to raise awareness of the general public about ICZM, with a very well-organized programme and promising results so far. The project, of course, still remains off-track in respect with its original objectives. One of the highlights of the project was the organization of the so-called "Coast Day", which was celebrated in almost all MPCs, plus Italy, Greece, Cyprus and Montenegro. Morocco, Syria and Algeria are using the project results, probably because their Environment Ministers took a personal interest in the subject.

4.2. Programme Performance by Monitoring Criterion

The following table presents the average performance of the SMAP III projects, which have been monitored in 2007. The performance of the projects is calculated as the average of the five monitoring criteria (Quality of project design, Efficiency of implementation to date, Effectiveness to date, Impact prospects, Potential sustainability). For the calculation of the average the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

Table 5: Average ratings per each main criterion (SMAP III)

Criterion	Average rating	Sample (Number of Projects)	Sample (Number of M-Reports)
Quality of project design	2.67	10	10
Efficiency	2.38	10	10
Effectiveness	2.79	10	10
Impact	3.05	10	10
Sustainability	2.87	10	10
AVERAGE	2.75	10	10

NOTE: The Average of all reports produced for each project was calculated first and then the Average at Programme level (i.e. of all projects) was calculated.

As presented in the above table, the overall performance of the SMAP III Programme is good. The average performance at programme level is 2.75/4,00). The following two projects can be considered as successes (projects with ratings of “a” and/or “b” for all criteria):

- Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III),
- Reducing conflicts of coastal natural resource use in the province of Nador in Morocco.

The following two projects can be considered as near-successes (projects with ratings of “a” and/or “b” for all criteria or with at most one “c”):

- Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia,
- Integrated Management of East Mediterranean Coastlines (IMAC).

On the other hand, the following projects have been considered problematic or at a critical stage (overall rating under 2.50):

- ALAMIM Alexandria Lake Mariout Integrated Management
- AMIS - Algerian coastal management through integration and sustainability
- Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management.

4.3. Projects' Performance by Monitoring Criteria and Prime Issues

The recapitulation of all the ratings for main criteria and prime issues is outlined in the Table 6 overleaf.

Of the 5 monitoring criteria, the projects have scored worse on average at “Efficiency to date”, the only criterion that has received an average score of “c” (below 2,50). Only the 2 projects listed above as successes have scored above this level at this criterion. This is partly due to the fact that almost all projects have faced delays in start-up and some are still experiencing them. The criterion that received the highest average score was “Impact Prospects” (at 3,05), with all but one project scoring “b” on it. This indicates that, despite their problems, which are sometimes serious, the SMAP III projects are managing to make a noticeable impact on the stakeholders of their interest area, or are expected to do so, thanks mainly to inducing the participatory process that underlies the ICZM approach. Sustainability also receives a good average score (2.87).

Table 6: Average ratings for main criteria and prime issues

Code	Criterion	Projects										Average
		Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III)	ALAMIM Alexandria Lake Mariout Integrated Management	Preparation & implementation of Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay & Sedir Island within Gökova Specially Protected Area	Integrated Coastal Area Management strategies for "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia	Integrated Management of East Mediterranean Coastlines (IMAC)	Reducing conflicts of coastal natural resource use in the province of Nador in Morocco	AMIS - Algerian coastal management through integration and sustainability	El Kala / Moulouya des zones humides sensibles associées a une approche GIZC	Plan of Action for an Integrated Coastal Zone Management in the area of Port Said	Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management	
M1	Quality of design	3,00	2,60	1,90	3,00	3,00	4,00	1,60	3,00	3,00	1,60	2,67
M11	Actual Relevance	3,00	4,00	4,00	3,00	3,00	4,00	3,00	3,00	3,00	3,00	3,30
M12	Feasibility & flexibility	3,00	2,00	1,00	3,00	3,00	4,00	1,00	3,00	3,00	1,00	2,40
M2	Efficiency to date	2,60	2,20	2,20	2,80	2,40	3,20	2,20	2,40	2,40	1,40	2,38
M21	Input availability	3,00	3,00	1,00	3,00	3,00	3,00	3,00	3,00	2,00	1,00	2,50
M22	Activity timeliness	3,00	2,00	1,00	2,00	2,00	3,00	2,00	2,00	2,00	1,00	2,00
M23	Results achievement	2,00	2,00	4,00	3,00	2,00	3,00	2,00	2,00	3,00	2,00	2,50
M24	Partner contribution & involvement	3,00	2,00	1,00	3,00	3,00	4,00	2,00	3,00	2,00	1,00	2,40
M3	Effectiveness to date	3,45	2,33	3,00	3,00	2,78	3,00	2,33	2,67	2,33	3,00	2,79
M31	Accessibility of results	3,00	2,00	3,00	3,00	2,00	3,00	2,00	3,00	2,00	3,00	2,60
M32	Use of results	3,00	3,00	3,00	3,00	3,00	3,00	3,00	2,00	3,00	3,00	2,90
M33	Project Purpose achievement	4,00	2,00	3,00	3,00	3,00	3,00	2,00	3,00	2,00	3,00	2,80
M34	Status of previous key observations	-	-	-	-	-	-	-	-	-	-	-
M4	Impact Prospects	3,00	2,50	3,50	3,00	3,00	3,50	3,00	3,00	3,00	3,00	3,05
M41	Ensuring of impact achievement	3,00	2,00	4,00	3,00	3,00	4,00	3,00	3,00	3,00	3,00	3,10
M42	Wider planned effects	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00
M43	Status of previous key observations	-	-	-	-	-	-	-	-	-	-	-
M5	Sustainability	2,60	2,40	3,50	2,50	2,78	3,60	2,67	2,50	3,30	2,80	2,87
M51	Economic viability	2,00	2,00	4,00	2,00	2,00	3,00	3,00	2,00	3,00	2,00	2,50
M52	Local ownership	2,00	2,00	3,00	3,00	3,00	4,00	3,00	3,00	3,00	2,00	2,80
M53	Policy support	3,00	2,00	4,00	2,00	3,00	4,00	2,00	2,00	3,00	3,00	2,80
M54	Institution building	4,00	3,00	2,00	3,00	4,00	4,00	3,00	3,00	4,00	3,00	3,30
M55	Socio-cultural adequacy	3,00	3,00	3,00	3,00	3,00	4,00	2,00	3,00	4,00	3,00	3,10
M56	Gender equality	2,00	2,00	3,00	-	-	3,00	-	-	2,00	3,00	2,50
M57	Technology appropriateness	3,00	3,00	4,00	-	3,00	4,00	3,00	-	4,00	4,00	3,50
M58	Consideration for environ. protection	3,00	3,00	4,00	3,00	3,00	4,00	2,00	3,00	4,00	4,00	3,30
AVERAGE RATING		2,93	2,41	2,82	2,86	2,79	3,46	2,36	2,71	2,81	2,36	2,75

Most projects are flexible enough and have been able to adapt their design to changing circumstances. The exception is the ALAMIM Project, which has not been able to adapt successfully yet to the problems posed by the weak interest of a key partner and stakeholder and the unavailability of some important data.

Efficiency has received the lowest grade of all criteria. Only three projects received a grade of “b” (SMAP-TA, ICAM in Tunisia and Nador in Morocco), the rest being graded with “c” and in one case with “d”. This reflects the fact that almost all projects have faced problems at their outset, with internal organisation (engagement of all partners, internal agreements, etc.), with the external environment (e.g. civil unrest in Alexandria and then change of Governor, which have delayed the start of the ALAMIM project), with procedures and flow of inputs (characteristic of the Port Said project) or with combinations of the above. In some cases inefficiencies arose simply because of defects in the project design (e.g. in remote-managing the Nador project -which was inefficient- but was overcome in time). Apart from other factors, it appears also that SMAP III contracts’ signature process was too quick for many projects to be ready to start on the foreseen date, which in most cases was 1/1/2006. Poor efficiency is also related to the uncertainties inherent in the ICZM approach (where essentially the project deals with people) and the quite common tendency to exaggerate and expand analytical work, to the detriment of the synthetic one. These issues are discussed in more detail in Chapter 6 “Conclusions and Recommendations”. As a result, many projects will need to receive extensions to their duration, which will undoubtedly prolong the duration of the SMAP III Programme as a whole.

On the criterion of Effectiveness, three projects scored “c”: ALAMIM/Alexandria, where important decisions must be taken to reorient the project to objectives that are reachable; AMIS/Algeria which is completed officially in end-2007 (unless an extension is granted) without producing an ICZM Plan; and Port Said, where it is doubtful whether the project can reach its synthetic objectives, especially the preparation of a proper and relevant ICZM Plan, within its actual temporal constraints. It appears probable that the rest of the projects (which have scored “b”) will reach their stated objectives.

Impact prospects of all projects appear good. Only the ALAMIM project has scored “c” on this criterion (marginal between “c” and “b”). This good outlook, despite poor efficiency and in some cases poor effectiveness, reflects the fact that the complex process of ICZM allows even modest projects (such as most SMAP III projects) to make a positive impact in various ways, even when the projects are not well set to achieve their central objective, which is the production of an ICZM Plan. All relevant projects have been successful to a larger or lesser extent in creating a forum of stakeholders (institutionalised or not) and originating or reinforcing a culture where stakeholders, often with different viewpoints and interests, discuss the common problems openly and attempt to resolve conflicts and find practical solutions. Another important area of positive impact is the design and intended implementation of a monitoring system for the water body and/or area in question, often accompanied by the use of a GIS database and appropriate training of staff that will undertake this monitoring. Finally all projects have done a good work in raising awareness and capacity building in various subjects, including understanding the ICZM process at large.

Sustainability, alongside with Impact prospects, is the most important criterion for SMAP projects, and most of the factors discussed above under Impact affect sustainability as well. However, sustainability of ICZM-centred projects depends chiefly on two factors: (1) Promoting the ICZM Plan that the project has prepared among stakeholders (especially key authorities), obtain their endorsement and ensure that ownership of the Plan is transferred either to an existing institution or to an ad hoc body to be set up for this purpose; and (2) Initiating an effective contact with the donor community, thus creating favourable conditions to securing financing of the Plan’s actions. Most of the projects have scored “b” on sustainability, and one of them (Nador) “a”. Only 3 projects have scored “c” (marginally “b” in all three cases”), namely ALAMIM/Alexandria, ICAM/Tunisia and El Kala-Moulouya.

4.4. Performance of Projects over Time

As reported in the previous sections, the Programme is monitored for the first time, so there are no monitoring data from previous years that could be compared with the present exercise.

However, it would be useful to present the evolution of performance over time of the SMAP Programme as a whole, throughout its three phases (SMAP I, II and III), as presented in Table 7.

Table 7: Performance of projects over time

Criterion	2002	2003	2004	2005	2007
Programme	SMAP I	SMAP I & II	-	SMAP II	SMAP III
Number of Monitoring Reports	17	17	-	12	10
Quality of project design	3.21	2.96	-	2.98	2.67
Efficiency to date	3.12	2.74	-	2.88	2.38
Effectiveness to date	3.39	3.01	-	2.94	2.79
Impact Prospects	3.41	2.94	-	3.00	3.05
Sustainability	3.35	3.00	-	3.17	2.87
AVERAGE	3.30	2.93	-	2.99	2.75

Although on average the average performance of SMAP III is satisfactory (indicated by a score over 2.50) with respect of all criteria except Efficiency, a deterioration of the projects' average performance is noticeable at SMAP III, when compared with the other two phases. The average score of SMAP III projects, monitored in 2007, is lower than that of 2005 in all criteria except Impact, where the score is slightly higher. This seems to be related to the much more specific nature and intervention logic of SMAP III projects and to the complexity of the ICZM approach. A more elaborate explanation of this phenomenon is attempted in Chapter 6 (conclusions and recommendations).

4.5. Strong and Weak Points by Criterion in 2007

The strengths and the relative weaknesses of the monitored projects are presented in Table 8 below:

Table 8: Strong and weak points per main criterion and sub-criterion

Strong & Weak		P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	OVER ALL
Project-visits		1	2	1	2	1	2	2	3	2	1	17
Strongest	Main Criterion	M3	M1, M4	M4, M5	M1, M3, M4	M1	M1	M4	M1, M2, M4	M5	M3, M4	M4
	Sub-criterion	M33 M54	M11	M11 M23 M41 M51 M53 M57 M58		M54	M11 M12 M24 M41 M52 M53 M54 M55 M57 M58			M54 M55 M57 M58	M57 M58	M57 M58
Weakest	Main Criterion	M2, M5	M2	M1	M5	M2	M3	M1	M2	M3	M2	M2
	Sub-criterion			M12 M21 M22 M24				M12			M12 M21 M22 M24	M12

4.6. Analysis per Country

In contrast with SMAP I and SMAP II, which comprised projects covering almost all MPCs, including some that have eventually joined the EU (Cyprus, Malta), the 8 SMAP III projects (excluding the two horizontal ones) operate in just 6 Partner Countries, namely Turkey, Lebanon, Egypt, Tunisia, Algeria and Morocco. There are no SMAP III projects in Israel, Jordan, Palestine and Syria. These countries, however, are covered by the horizontal activities designed and carried out in the framework of the programme's two horizontal projects, namely SMAP-TA and the "Promoting awareness & enabling a policy framework" project.

SMAP III focuses on ICZM, which involves the implementation of a specific methodology, with the main characteristic of participatory approach in solving problems related to coastal management. Consequently, efficiency and effectiveness as well as impact and sustainability of the SMAP III projects depend heavily on the extent to which the institutional framework, related policies and the administrative culture of the host country facilitates, allows or hampers the application of such an

approach in a meaningful way. The rest of this section provides an outline of the situation in this respect in each of the countries where SMAP III projects take place, as this emerges from the monitoring missions.

Algeria

SMAP III includes one project implemented entirely in Algeria as well as one of the two components of the El Kala-Moulouya project, which is implemented in both Algeria and Morocco. Algeria has enacted a Law on Protection and Valorisation of the Coast in 2002, which sets the institutional framework for coast protection as well as for ICZM, as the Law states that coordination between the different public and private actors is necessary. The Law also established the Commissariat National du Littoral (CNL), to implement relevant national policies. Not all aspects of the Law have been regulated yet, however. Other important actors are the Agence pour la Protection et la Promotion du Littoral (APPL), which depends on the Wilaya and whose strengthening and empowerment in relation with ICZM are critical, local municipalities and a number of other public sector institutions and NGOs. The 2 SMAP III projects, which cover different parts of the Algerian coast, constitute an opportunity to demonstrate the ICZM process, empower the partner organisations and responsible authorities to implement it and provide recommendations towards clarifying effectively and efficiently the institutional framework.

Egypt

Egypt is probably the Mediterranean Partner Country where ICZM is most direly needed, as it is by far the most populated of these countries and mounting pressure from population growth and consequent growth in economic activity threaten seriously the coast and inland water areas with unsustainable development. Two SMAP III projects are currently underway in Egypt, both concerned mainly with integrated management in a lake and its surrounding area rather than with the coast. Egypt's complex institutional framework is not ideal for the application of ICZM methodology: a) state institutions seem to be entirely dominant, leaving little space for the private sector and NGOs to participate in decision making; b) among state institutions the Governorate seems to have extensive powers, thus making the environmental sector very largely dependent on the relevant visions, ideas and policies of a single entity; c) the legal framework is vague and does not specify clearly the responsibilities and ownership rights of the various ministries and often state entities; often even property rights are not clear and this reinforces the power of the Governorate but also frequently creates either a void of authority, leading to inaction, or an overlap of authorities, leading to conflicting actions. Being obliged to deal with this situation, the SMAP III projects are trying to motivate stakeholders to common actions but are suffering from problems related to the above institutional deficiencies.

Lebanon

In view of the country's economic and political situation and the existing institutional framework, environment has not been a priority sector for Lebanon. Nevertheless, the country has participated adequately in regional initiatives such as the previous phases of the SMAP Programme. There is one SMAP III project implemented in Lebanon, which runs reasonably well, considering the conditions prevalent in the country. Despite difficulties with civil disturbance and outright fighting, the project enjoys the commitment and support of the Governorate of Northern Lebanon, several ministries, the local authorities (municipalities) and a substantial section of the private sector. Nevertheless, in view of the unstable political situation and the dismal financial condition of the municipalities, the most that can be expected of the project is to set up a stakeholder committee which will carry on further the ICZM process after the end of the project. For the same reasons, it is also doubtful whether a realistic ICZM plan can be worked out.

Morocco

One SMAP III project and one of the two components of the El Kala-Moulouya project are implemented in Morocco. The country lacks the institutional framework for the protection of the coast. The Ministry of Environment (MATEE) has set up the Littoral Agency with relevant responsibilities but this body is not institutionally recognised and remains within the confines of the Ministry. A Draft Law for the protection of the coast is under consideration. Morocco lacks also institutional framework for the protection of wetlands, despite the fact that it is a signatory of the RAMSAR treaty. On the positive side, the country is characterised by a culture of cooperation and attempts to reach consensus on important issues of common interest, thus facilitating the application of the ICZM process. The two SMAP projects are demonstrating different approaches in regard to the choice of local partners, one working with the Government (MATEE) and the other with local NGOs and educational institutions. Both approaches seem to be effective. In addition to their stated objectives, the SMAP III projects

could supply the technical background for the institutional framework for coastal protection and create a situation that will help to speed up the process.

Tunisia

One SMAP III project is implemented in Tunisia, which concerns two different areas at a distance from each other, corresponding in effect to two different subprojects. The country seems to be on the way towards a systematic approach to coast protection. A Coastal Law has been enacted and a national agency (APAL) responsible for the protection of the coast has been created under the Ministry of Environment, but for the time being its task is centralised in Tunis. APAL is involved in the project as a partner but its participation is limited to one of the two areas (K&M). On the level of policies, there is concern for better coast management at the national level, although no concrete actions have taken place yet. The municipality has also been strongly involved in the project at the other location (Sfax), where the private sector also participates actively. In this framework, the project constitutes an excellent opportunity to demonstrate the ICZM process and create two prototypes for future replication. Strengthening APAL, building its capacities and involving it actively in the design and implementation of ICZM plans are of critical importance.

Turkey

The unique SMAP III project that is carried out in Turkey concerns ICZM in Gökova Bay. The monitoring findings reveal that Turkish government policies are supportive of the project's specific and overall objectives. The distributed authority system prevalent in Turkey allows both appointed state authorities (the Governorate) and local authorities (the municipality) to be involved as partners to the projects, both with substantive roles. This makes it possible for the project to apply an ICZM engagement process embedded in the existing legal and administrative framework of the country with its strong and weak points, being the only SMAP III project that uses exclusively local human resources (no foreign partners).

The following Table 9 summarises the picture of SMAP projects in the various beneficiary countries, as illustrated through the monitoring activity.

Table 9: Situation of SMAP III projects in the various MED countries

Country	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10
Egypt		☹							😊	
Algeria							☹	😊		
Lebanon					😊					
Morocco						😊		😊		
Tunisia				😊						
Turkey			😊							
Horizontal	😊									😊

Key: 😊 Good, 😊 Room for improvement, ☹ Problems

4.6 Analysis per Type of Partner

Just like in the previous two phases of the SMAP Programme, a variety of multidisciplinary partners have been involved in SMAP III, with a wide range of technical, administrative, financial and scientific capacities. These partners mainly fall under the following generic categories:

- National Authorities
- Public Sector Institutions

- Universities and scientific institutes
- NGOs
- Private Sector entities
- International Organisations.

The composition of partnerships has evolved notably from one phase of the SMAP programme to the other. NGOs seemed best suited to perform leading tasks in SMAP I, while international organisations and universities better suited, as projects' leaders, the characteristics of the regional approach of SMAP II. In SMAP III, which has a large scientific & technical component, universities and research institutes dominate both as project coordinators and as partners in general. This becomes evident from table 10, which illustrates the partnership composition for each of the SMAP III projects. Universities and scientific institutes, both from the EU and the MPCs, participate as partners in all SMAP III projects, excluding the two horizontal ones. Moreover, universities/institutes are leading partners in 5 out of the 10 projects. SMAP III has also seen a strengthening of the role of public sector institutions (such as municipalities, various development agencies, etc.), whilst the role of national authorities (ministries, general secretariats and other ministry-like institutions) remains also strong. On the other hand, the role of NGOs has been relatively weak (NGOs participate in 3 projects but lead 2 of them), while that of private sector entities is minimised, with the notable exception of the SMAP III-TA project, which is carried out entirely by private sector entities. International organisations retain a strong presence, leading one project and participating in 3 others.

The dominance of universities and institutes has had some implications in the way several SMAP III projects are conducted, since often more emphasis has been given on applied scientific research and less emphasis on management and coordination of the ICZM process. This issue is discussed further in Chapter 6 (conclusions and recommendations).

SMAP project partnerships have been established primarily on the basis of technical complementarity and previous collaboration in the region. In certain cases a specific technical input from SMAP project advising partners proved crucial to an optimal partnership and the project's technical viability. At the same time, ownership of project results and outputs has appeared very much determined by the commitment of the project partners to the project, and their perception of the validity and usefulness of technical inputs coordinated or provided by the main project partner.

Table 10: Type of Partners of SMAP III Projects

Type of partner \ Project	TA to RMSU	ALAMIM	GÖKOVA Bay	ICAM	IMAC	NADOR	AMIS	El Kala / Moulouya	Port SAID	Promoting awareness & policy framework
National Authorities		✓	✓				✓	✓	✓	
Public Sector Institutions		★✓	✓	✓	✓	✓	✓			
Universities / Institutes		✓	★✓	✓	★	✓	★	★	★✓	
NGOs		✓		★✓		★				
Private Sector Entities	★✓				✓					
International Organisations (UNDP, Others)		✓		✓		✓				★✓

★: Project coordinator ✓: Project partner

An analysis is provided below of the performance and attitude of each partner type group, as observed through the monitoring of the implementation of the SMAP Projects.

National Authorities

The National Authorities constitute one of the driving forces behind the SMAP Programme. Ministries and Agencies/Centres are the main national representatives involved in the Programme. In most

cases the Ministry of Environment and/or Agriculture is the higher-level representative of each MPC. Their presence and support is essential, especially for facilitating procedures that could otherwise consume a large amount of time and effort to implement. In most of the cases national authorities undertake administrative and organisational roles, by assigning the appropriate human resources and securing that all local resources are made available to the projects. In general they have advanced IT infrastructure, skilful personnel and administrative efficiency, especially compared to other Public Sector Institutions, though they are sometimes lacking in motivation and interest.

Public Sector Institutions

Public sector institutions include city authorities (municipalities) and state controlled bodies, which do not have ministerial or similar status and are involved in water management, environmental protection, waste management or other sectors akin to coastal zone management, usually on a regional or local level. These institutions have sometimes demonstrated considerable commitment and efficiency in their participation in the projects. Their personnel are usually experienced, open to cooperation and willing to benefit from their participation to the projects. These organisations are in general efficient, effective and well performing as project partners.

Universities – Scientific Institutes

Universities and research institutions in general prove to be most valuable partners for projects of technical content such as the SMAP III projects. Their capacity is usually high and the skills of their personnel are very advanced. In most cases they possess significant knowledge critical to the projects. Universities possess the required resources and are efficient, effective, knowledgeable and motivated. In general they are well familiar with EC procedures and have the administrative capacity to carry out project tasks. On the other hand, due to their strong academic focus, research institutions are not always able to provide the projects with adequate practical expertise and address real life problems. In several cases the approaches followed by university partners are somewhat theoretical, removed from the situation in the field.

NGOs

As in the case of other Regional Programmes (e.g. Euromed Heritage and Euromed Water), the involvement of NGOs in projects has rather controversial effects. In many cases NGOs, based on their experience and strong networking in the region, provide and secure the necessary level of cooperation and visibility of project efforts in the beneficiary area. NGOs are ideal for motivating local stakeholders, promoting the projects and effectively dealing with local communities. A potential risk in NGOs' participation, however, is the limited administrative capacity and means, the lack of experience in project management and the emotional approach to existing needs. It is therefore important that NGOs' efforts be combined with the knowledge and managerial experience of other types of partners.

Private Sector entities

Independent firms and consulting companies are usually able to conceive, design and execute projects of original concept and good quality, and possess the required resources and experience to carry out all steps included in the typical PCM approach. In most cases of SMAP projects they have the required administrative capacity and experience to smoothly run EC funded projects without major deficiencies, but they often consider the overall usefulness and sustainability of efforts as second priority matters, focusing on short-term achievements, usually acquired within the projects' life cycle. This necessitates the participation of public institutions and other stakeholders, as a balancing factor, both during the project design and implementation phases.

International Organisations

International Organisations such as MEDCITIES, CEDARE, the World Bank and the United Nations Environmental Programme (UNEP) are directly or indirectly involved in environmental protection and environmental resources management, in various forms and with varying priorities. By their mandate and scope, these organisations are valuable partners in SMAP projects, they can mobilise any relevant expertise required and can undertake any of the roles, including coordination, stabilisation of the partners' team and management. In some cases, however, problems have occurred, due to the fact that they give emphasis on their own objectives and priorities, which are not necessarily the same as the EC's or the projects'. Moreover, they often have their own framework of procedures and reporting rules, which is different from the EC ones, a fact that sometimes causes inefficiencies and confusion.

5. SPECIAL ISSUES

5.1. Emphasis on ICZM

In contrast to the first two phases of the SMAP Programme, which addressed a wide range of environmental problems, SMAP III focuses on coastal protection and coastal management, through the application of the Integrated Coastal Zone Management (ICZM) approach on the selected area(s) of interest of each project.

An interesting implication of this narrow focus is that it allows the comparative assessment of the different SMAP III projects in a much more direct way than was possible for projects in the previous phases of SMAP. In turn, comparison of 8 fairly similar projects implemented in different countries provides useful general insight into the strengths, weaknesses, opportunities and threats underlying the implementation of the ICZM process in the MPCs.

The ICZM mechanism, which had been previously applied in the EU and elsewhere, consists essentially of the following steps:

1. Definition of the area of interest;
2. Identification of the stakeholders that have, in a broad sense, interest in the coast selected;
3. Establishment of a forum of stakeholders (initially unofficially or semi-officially): this has to achieve regular operation;
4. Inventory of current conditions prevailing in the area at large and understanding of all factors that affect the coast and the nearby area: this is based on existing studies and data as much as possible but, as it has turned out in practice, it often requires updating or new studies to furnish missing critical data;
5. Understanding the development trends in the area, the existing plans (if any) and their implications on the parameters that define the status of the area;
6. Identification of the key problems;
7. Strengthening the capacity of partners and key stakeholders involved (capacity building);
8. Raising the awareness of the general public as well as key groups (that have been identified) in regard to the existing problems as well as the ICZM approach;
9. Examination of the existing monitoring system (for the coast/area of interest) and preparation of recommendations for improved monitoring (including procedures, organisational structures and additional equipment that may be needed);
10. Preparation of an ICZM Action Plan: This is prepared by the stakeholders themselves through a participatory process, which may be guided procedurally but not in essence by the project staff.
11. Establishment of a permanent stakeholder forum (institutionalised in some way);
12. Promotion of the ICZM Plan to key stakeholders (authorities) to obtain endorsement (in a quasi-binding way, if possible);
13. Promotion of the ICZM Plan among key financing institutions, aiming to secure financing for its various activities;
14. Establishment of a body that will be responsible for the implementation and management of the ICZM plan (institutionalised, if possible) and building of its capacity to that effect.

Step No. 10 (preparation of the ICZM Plan) constitutes the central step of the approach. Step No. 1 and partly step No. 2 belong to the project design phase, before the project is launched. The completion of step No. 2 and the steps 3 to 8 belong to the analytical phase of the project, when data are collected, information is processed, committees are set up, awareness is raised and capacities are enhanced. These activities are necessary for the preparation of a relevant, realistic, acceptable and implementable ICZM plan. Finally, steps 9 to 14 belong to the synthetic phase, during which the ICZM Plan is prepared and activities necessary for securing its impact and sustainability are carried out.

All 8 SMAP III projects (excluding the two horizontal ones) were designed so as to apply essentially the ICZM process described above. Each project, however, gives emphasis to different components of this process, seemingly after having analysed the prevailing situation, needs and environment in the

area to be addressed, while some of the components are completely lacking from certain projects. Examples of different emphases are the following:

- Emphasis on the establishment of the stakeholders' forum and the application of the participatory principle per se, to address the coastal zone problems;
- Emphasis on the understanding of the present situation, plans and trends and on the preparation of relevant technical recommendations;
- Emphasis on the preparation of the ICZM Plan and its associated C/B analysis and environmental impact analysis;
- Emphasis on the monitoring mechanism and the associated capacity building and use of equipment;
- Emphasis on demonstrating the potential for sustainable development possibilities, through demonstration projects, covering specific thematic fields or a specified part of the project area;
- Emphasis on the endorsement of the ICZM Plan by relevant authorities and/or its promotion to the donor community.

As all the above factors are important, a great part of each project's success or failure prospect is embedded in its design; the most successfully designed projects consider all the above factors and effectively balance the emphasis among them.

In addition, the success implementation effectiveness and efficiency of each project depend, of course, on the environment faced by the project and factors such as institutional framework, organisational structure, willingness of key stakeholders to cooperate, etc. A critical success factor in this respect is the project's flexibility, i.e. its ability to adapt to unforeseen or changing circumstances in a way that maximises its effectiveness, positive impact and sustainability prospects.

The ROM exercise disclosed that the SMAP III projects vary considerably as to the institutional framework that they are facing, the degree of stakeholder commitment that they enjoy and the degree of flexibility that they have displayed. Some of the findings have been presented briefly in the previous chapter and, in more detail, in the monitoring reports. However, as what matters most in ICZM projects is impact and sustainability, the ex-post comparative analysis of the SMAP projects will probably lead to interesting quasi-quantitative conclusions, linking project performance to the above factors.

5.2. Logical Framework Approach (LFA) and Project Description

The SMAP Programmes address essentially some of the problems prevalent in the environment sector of the Mediterranean countries. In SMAP I and II the priorities addressed by the projects had covered a wealth of thematic areas, from water management and coastal management to solid waste management, and from combating desertification to urban air quality. Most of the projects had been originally conceived during or before 2001, when most of the perspective contractors were apparently (rightly or not) not well familiar with the PCM methodology. Setting up a project of such a size, scope and objectives could be a hard and demanding work, especially for those organisations that had no prior experience on the PCM principles. Thus, not all of the projects had well-developed Logical Framework Matrices.

In SMAP III an improvement can be observed. All but one of the projects have adequately developed Logical Framework Matrices and therefore a concise, structured and well presented design. The Project Purpose (PP) and the Overall Objectives (OO) are in most cases well defined and address actual needs. Activities' breakdown is also much clearer than in the previous phases of the SMAP project. However, problems persist in SMAP III with the definition of Objectively Verifiable Indicators (OVIs), which are either absent or not easily measurable in practice or not assigned target values, with a few notable exceptions. In some cases, there is confusion between activities, expected results and indicators. In addition of the LFM, SMAP III projects had a Project Description, which presented the projects in a concise manner, in a way that is less technical than that of the LFM and, hence, more comprehensible to a wider public; this is an advantage allowed by the fact that the SMAP projects are awarded through a call for proposals, where this "description of the action" is a mandatory element of the proposal. The almost universal equipping of the projects with LFM and a concise project description conforms to the recommendations that were made in the MED Monitoring SMAP II Synthesis Report (December 2005) and could be attributed partly to the digesting of the lessons learnt from the SMAP I and II by the EC and the relevant work of the SMAP RMSU Project.

In spite of this improvement, it has been noted by monitors that EC-style LFM is often seen by the project coordinators and partners chiefly as an obligation imposed by the EC and is not used as a tool for project planning, managing and monitoring, as it is meant to be. These project actors usually use different tools for project management purposes, which are more familiar to them and some of which are similar but not identical to the EC-style LFM.

5.3. Deconcentration

Deconcentration aims at ensuring direct contact between the EC management of projects and the projects themselves in the region. Following the deconcentration process, the SMAP II Programme had been assigned to the EC Delegation in Egypt, and the same arrangement, which proved successful, was applied to SMAP III, coupled to the locating of the SMAP TA horizontal project in Cairo. As mentioned in section 3.3, the Leading Monitor of the SMAP Programme debriefed the EC Project Manager, based in Cairo, on the overall findings and conclusions of the ROM Team on the progress and performance of the SMAP projects in 2007.

The SMAP Programme has, by design, some specific features; it consists of projects that are widely distributed in the MEDA region, address a limited number of countries each and are managed by Coordinators based in MED countries, in contrast to the majority of MEDA Regional Programmes. This held for SMAP I and SMAP II and continues to hold for the SMAP III programme with minor modifications (two horizontal projects addressing all partner countries, 7 projects addressing a single country each and one project addressing two countries; 6 countries concerned; all projects except one coordinated by bodies based in the EU). This set-up calls for a tight coordination and cooperation of the Egypt-based Project Manager with the EC Delegations in the other countries on the involved "horizontal" (but also country-specific) issues, and implies a need for regular visits of the Project Manager to the other MED countries, for the purpose of visiting the Coordinators and the local components of the SMAP projects. Such visits are especially important during the year 2008, in which most of the SMAP III projects are undergoing their final stage, in which the ICZM Plan and the other synthetic results of the projects will be produced.

6. SUCCESS STORY

As reported in section 3.2, only 2 out of the 10 SMAP III projects have received only “a” and “b” ratings and can thus be considered as unmitigated successes, namely:

- Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III),
- Reducing conflicts of coastal natural resource use in the province of Nador in Morocco.

As the former project is a project of horizontal character, it is the latter project, typical of the rest of the SMAP projects, which is presented as a success story.

This is essentially a “potential success story”, presented with reservations stemming from the fact that the project, as almost all SMAP III projects, is only currently entering its synthetic phase and has produced no tangible results so far; indeed, given the timing of the SMAP III project, a definite conclusion on any single project as a “success story” is a bit premature at this stage. The selection of this project is based on the monitors’ assessment of its design and progress to date, the competence of the project personnel and their ability to achieve the project’s objectives and the project’s prospects of achieving impact and sustainability. The project has to keep up good performance throughout 2008, in order to become an actual success story.

6.1. Background

The coast of the province of Nador has the largest lagoon of the Southern Mediterranean, and includes four sites of biological and ecological importance. The major problems that stem from a lack of integration and proper management of the coastal zone are: (a) conflicts related to the land tenure system (mainly in the 24 km long coastal dune belt separating the lagoon from the sea); (b) waste water and solid waste pollution stemming from urban sewers, landfills, industrial sewage and agricultural runoff; (c) coastal erosion; and (d) anarchic urbanisation. The lagoon and the surrounding wetland are valuable not only because of their biodiversity but also because of their economic value, since they support economic activities such as small scale fishing and aquaculture farming. Production of fisheries and fish farming has decreased in recent years due to the degradation of the water quality in the lagoon. This degradation has accelerated since the late 1990s, resulting in irregular and seasonal production, with consequent socioeconomic problems. The urban areas of Nador and Bni Ansar have experienced lately significant demographic growth, resulting in increased volumes of wastewater production. The area is also industrially developed, having the second largest industrial zone in Morocco. Moreover, the recent construction of the Mediterranean coast highway is boosting development prospects of the area but, at the same time, is threatening a non-sustainable mode of development, if adequate measures of plan development and monitoring are not applied.

The project’s overall objective is to promote sustainable development in the coastal area of the Nador province, through the establishment on an ICZM Plan of Action with civil society participation. To this aim, the project aspires to contribute to resolving conflicts between different actors and developing win-win situations for the following forms of land use: fishing harbour, aquaculture, traditional fishing activity in the lagoon and the sea, urban development, tourist activities, intensive agriculture, industry and biodiversity conservation.

Although the entire province is to be analysed and informed of the results, the project selected to focus its ICZM plans of action on three pilot sites, namely: the urban area of Nador, the rural commune of Boudinar, and the Cap des Trois Fourches, an area of natural beauty and ecological interest, so as to best demonstrate the ICZM methodology and allow replication at a later stage.

6.2. Success Factors

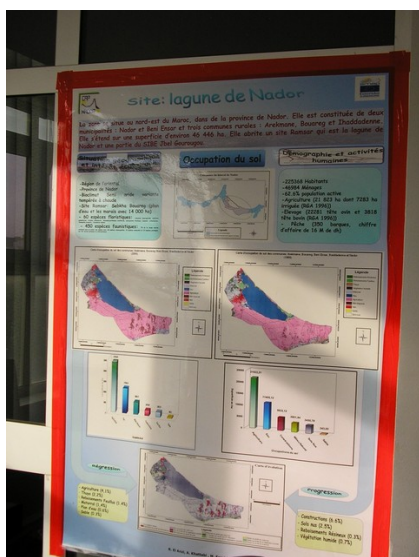
The main reasons of the project’s success are outlined below:

- Previous experience
 - Extensive practical experience of the project coordinator in ICZM;
 - Very experienced local expert, acting as local coordinator.
- Project design
 - The project is relevant and responds to actual needs of the region;
 - An optimum number of partners (4) are involved: apart from the Project Coordinator, these include an academic institution, a local NGO and a local authority (municipality); all three are based in the country and two of them are based in the area addressed by the project;

- All project partners participated in the design of the project;
- The project is carefully designed, balancing the emphasis among its various activities and tasks;
- Special emphasis is laid on the official endorsement of the ICZM Plan by key authorities and its promotion to the donor community for financing: this, by design, enhances sustainability prospects - the results, however, are to be seen;
- Project management:
 - The project partners share a common view of the project, not only on the level of objectives but also on the level of implementation approach; thus, the project team gives the picture of a well-concerted group rather than that of several different institutions acting independently, each one in its own style and towards its own interests;
 - Management relies heavily on a local partner based in the project area (Nador);
 - National experts undertake most of the project's implementation, and thus the project is embedded in the local structures;
 - A practical approach is applied to project activities, without excessive theoretical and scientific focus;
 - The project has responded in a flexible manner to the difficulties and challenges that it has faced, resulting in improved relevance and management;
- Support from the recipient side: The project enjoys strong support from and has the active cooperation of:
 - the locally-based state authorities, especially by the Nador Governor;
 - local authorities (municipalities, inter-municipal bodies, etc.).

It is worth mentioning that the project is by no means "perfect". It has undergone problems with management of inputs and funds in its initial phase, as well as with the limited availability of the foremost Moroccan expert, who was planned to manage the project from Rabat. The project responded to these challenges by the decision to transfer management to the locally (Nador) located partner FUED. Despite the long time this took to be implemented, the decision of locally-based management proved to be a wise one, although the project somehow was led to it in response to specific management problems. What has also affected the project positively is the replacement, early in the course of the project, of the Governor of the Nador Province by a new one, who is sensitive to environmental concerns, worried about the prospects of uncontrolled development and intended on repressing unauthorised construction, very much in line with SD and ICZM principles. The strong support from the local and state authorities and from other stakeholders makes up for the lack of adequate coast protection legislation, as the authorities apply other existing laws in a "liberal" way.

The following pictures illustrate components of the project environment and some of the challenges underlying the application of ICZM in the Nador Province.



Project poster at the Nador City administration



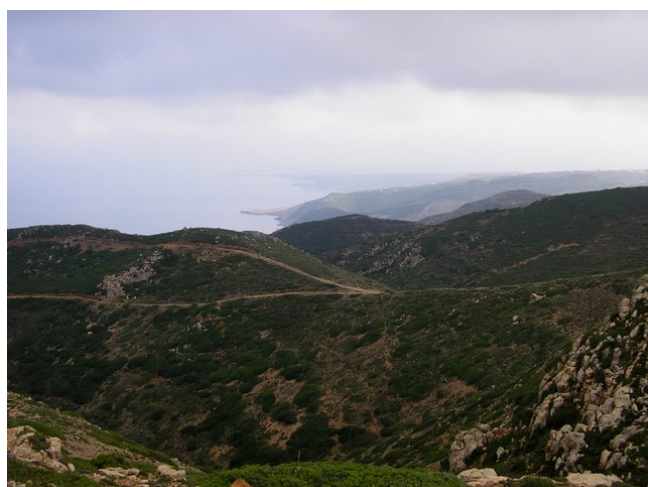
Solid waste management problem in urban Nador



Eutrophication in the Nador Lagoon wetland



Fishing activity in the lagoon



Scenic beauty in Cap des Trois Fourches



Demolition of illegal construction by Nador Governorate

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Overall Conclusions on the SMAP III Projects

The SMAP Programme is a multidisciplinary initiative, bringing together various partners that hold key roles in the environment sector of the Mediterranean region. SMAP III projects focus on real life problems concerning protection of the environment and management of the various activities that are taking place in coastal zones, in some cases around lakes. Through the application of the ICZM process, the projects attempt to resolve the conflicts among different groups of interest living or operating in the coastal zone in a way that ensures sustainable development. An important characteristic of the ICZM approach is that solutions are not imposed by the project but developed by the stakeholders themselves, through a stakeholder forum that is set up and managed by the project. The project thus acts as a moderator, a facilitator, an adviser and a guide towards sustainable development approaches.

The chief challenge for the ICZM process lies, therefore, in the fact that it is, in fact, a process of working with people and, especially, with different groups of people that may vary widely in needs (both real and received), behaviour, education, cultural background and general approach towards life. The ICZM process should ideally bring representatives of all these groups of people to a common forum, which is to work out practical solutions to specific problems.

The overall picture of the SMAP III programme, at the depth of analysis allowed by the monitoring work, appears satisfactory, though substantially less so than in the case of SMAP I and SMAP II programmes. Possible reasons for this comparatively lower performance are presented below and are analysed further below in this section:

- The specific nature and intervention logic of the SMAP III projects and the complexity of the ICZM approach have proved more difficult to apply than broader environmental interventions (as in case of SMAP I and II), which were selected in a such a way as to correspond the each region's most urgent environmental needs;
- Application of the ICZM approach –and working with groups of people– in the MPCs presents challenges that are in many cases different from those in EU countries;
- Almost all projects faced considerable difficulties and inefficiencies in managing funds and inputs, especially during their first year;
- The importance of locally based management has been overlooked by most projects; this, in the best case led to inefficiencies and delays and in the worst cases to reduced effectiveness and poor sustainability prospects;
- Additional inefficiencies and other problems have been caused by unexpected circumstances, such as changes in the leadership of key stakeholders.

All SMAP III projects started officially in the beginning of 2006 (or at about that time), with the exception of SMAP III-TA, which started in September 2005. Seven (7) out of the 10 projects have a planned duration of 3 years, scheduled to terminate at the end of 2008, the exceptions being:

- SMAP III-TA, which is expected to end in July 2009 (having received a 10-month extension);
- The ICAM Project in Tunisia, with a duration of 2.5 years (end: 30/06/08)
- The AMIS project in Algeria, with a duration of 2 years (end: 31/12/07).

This means that, without even considering extensions, all projects, with the exception of ICAM and AMIS, dispose of a full year ahead (2008), in which they should attempt to adapt to the conditions prevailing and steer their course in such a way as to achieve maximum results, even in cases when not all the results initially foreseen can be obtained. In this respect, they should consider as an early warning the weaknesses identified and the recommendations presented by the monitoring mission as well as by the EC Project Manager and the SMAP III-TA Project which, in addition to other tasks, has exercised an informal monitoring function with respect to the other projects.

7.2. Specific Issues and Lessons Learnt

A number of important issues identified by the monitors are discussed in this section.

7.2.1. Project Design

All SMAP III projects are relevant and respond to real needs for conflict resolution and management of the coastal zones. Moreover, the use of LFM and a summary project description has codified and rendered somewhat uniform the design of most projects.

Nevertheless, monitoring of the projects about two years after their start has disclosed design flaws, which are significant in some of the projects. The most important design flaws are:

- the omission of important components of the ICZM approach, most commonly those related with ensuring sustainability and with initial implementation of the ICZM Plan that is to be produced; and
- the lack of clarity regarding the role of the different partners; this often resulted in conflicting views between partners regarding the project aims and implementation tactics.

Design flaws led to inefficiencies during project implementation, substantial delays and waste of inputs, until the projects adapted to the prevailing conditions and obtained permission from the EC – where such permission was obtained – to alter some elements of its design so as to carry out its tasks effectively and efficiently.

Most of the flaws could have been avoided through a closer cooperation among partners at the design phase, more thought at that same stage from experienced high-level experts and more thorough examination of the project proposals by experienced reviewers who would propose to the project partners appropriate improvements to the project design.

In hindsight, one can pinpoint more design weaknesses such as an excessively large number of partners, remote project management, addressing the wrong groups and lack of in-built flexibility for adapting the project to changes in the project environment (assumptions). These weaknesses, however, correspond to aspects of the ICZM process implementation which were known as flawed only in retrospect and thus it was difficult to assess them at the time of the proposal preparation.

7.2.2. Project Partners

Nine (9) out of the 10 SMAP III projects (the exception being the Gökova project) are coordinated by entities based in the EU. The project partner structures vary widely. One can roughly discern two approaches:

- Partner structures which include as partner the relevant ministry or another public sector organisation (e.g. Ministry of Environment, Governorate);
- Partner structures which include as partners mainly NGOs or local authorities but not national authorities.

Each approach has its merits and shortcomings. The chief advantage of the first approach is that, allegedly, the powerful partner institution opens all doors, sometimes even hosts the stakeholders' forum and thus facilitates the implementation of the project. Moreover, the presence of the national authority as partner is more likely to achieve sustainability (a most important consideration in SMAP), as the institution will inherit the ICZM Plan and its management after the project end. The disadvantage of the first approach is that a large state institution pursues its own policies and objectives which do not entirely coincide with those of the project. Moreover, state institutions invariably follow rules and procedures that are cumbersome and slow to implement and differ from those of the EC, which the project has to follow. The attempt to accommodate different procedures for e.g. purchase of equipment or even transfer of funds to the partners has caused severe problems and has expended a good part of the energy of the project staff in several projects, some of the problems still remaining unsolved. In contrast, NGOs and entities other than state authorities have comparatively more flexible procedures, which can be accommodated to match the EC ones. In addition, the first approach limits the project's flexibility and its expected benefit can backfire, as has happened in the case of the ALAMIM project when the Governor was changed. It is less difficult to deal with an uncooperative stakeholder (even a key one) than with an uncooperative partner.

It is difficult to weigh the above advantages and shortcomings and thus to definitely favour either of the two approaches. The ROM exercise, however, has disclosed that in practice the projects following the second approach have been on average more successful, especially in regard to implementation efficiency. An optimal selection of partners must follow a number of rules:

- Partners must be complementary and must have something to offer to the project that is both essential to the ICZM process and cannot be supplied by any of the other partners;

- The optimal number of partners appears to be between 3 and 5 (as shown from experience), with at least half of them (2-3) based in the targeted MPC;
- Partners must cooperate closely during the proposal phase or, at the latest, during the project inception phase, to define clearly each one's role, responsibility and contribution and, most importantly, ensure a common understanding of the project objectives and implementation approach.

There are examples of SMAP III projects that have not aligned with one or more of the above rules and suffer the consequences. In regard to the latter point, in particular, a common difficulty that several projects faced –and some still are facing– is that each partner has its own view about the project, conformant to its own priorities and interests.

7.2.3. Implementing ICZM in Mediterranean Partner Countries

Most projects based their design on their ICZM experience in other countries, without taking into account the specificities of the Mediterranean countries related with authority and government as well as with various cultural issues. The implementation phase disclosed that application of the ICZM process –and of any participatory process– in the MPCs differs in essence from the one in EU countries or even in Eastern Europe countries, due to a number of reasons:

- Central authority plays a much more prominent role in shaping the future development policies than in European countries. Power is often concentrated in a single body (Governorate or relevant Ministry). This may facilitate the move towards SD, if the support of the powerful authority can be obtained (which sometimes depends on the decision of a single person), but at the same time it renders the participatory project less relevant, especially in regard to decision-making. It also exposes the project to threats in cases of discontinuity (e.g. change of Governor).
- Many MPCs lack the necessary institutional framework not only for coast protection but also for defining responsibilities among ministries and, in some cases, even in regard to property rights.
- The culture of civic participation for joint decision-making is still at a nascent stage, compared with a relatively mature such culture in Europe.
- The pace to which activities evolve in MPCs are generally slower than those in the EU.
- People will often seek to avoid confrontation, especially when authorities or other parties are present. This is a cultural element, which may convey to the unsuspecting external expert a deceptive picture of consent that does not conform to reality.
- Business is based much more on personal relations than in intra-institutional or inter-institutional relations, in comparison to European countries.

Taking the above factors into account both at proposal preparation and during project implementation is a prerequisite for success. An important implication of the above is that the project duration should be, by design, considerably longer than that of a similar project in the EU. The 2-year duration of the AMIS project (Algeria) is definitely too short to achieve its objectives, and so is the duration of 2,5 years of the ICAM project (Tunisia), while the 3-year duration of the other projects is marginal. The monitors expect that most projects, even the most successful ones, will need extensions to complete their tasks and achieve their objectives.

7.2.4. Local Management

One of the major lessons learnt from the two years' SMAP III experience is that ICZM projects should be managed locally, i.e. from within the region concerned. Remote management by the project coordinator from the EU has proven both inefficient and ineffective, while also remote management from the country capital (when this does not coincide with the region concerned) is almost equally ineffective. It has been proved in practice that the most successful projects have either based their design on local management (the case of the Gökova project being most prominent) or have switched to local management, in response to the problems faced (as the Nador project did).

By local management it is not necessarily meant that all project administration takes place locally. The Project Coordinator can still carry out all administrative tasks, including management of funds, from the EU. Local management means that the responsibility for the definition and organisation of the majority of the project actions lays with a locally based partner; that a considerable part of the project funds are allocated to the locally based partner(s), to be used with some flexibility; and that the local partner(s) play a major role in steering the project activities, implementing them and keeping the communication channels with local stakeholders.

In addition to efficiency, some of the reasons why local management is essential are the following:

- Local partners are best placed to keep a continuous contact with local stakeholders, both at official and personal / unofficial level. This also implies stronger lobbying ability, when needed.
- Local partners are embedded in the local community, operate within the local culture and have a wide information network; as a result, they can easily understand changes in the attitudes of authorities and stakeholders (sometimes even before these occur) and alert the project management, to ensure a timely reaction and/or corrective actions.
- Local partners can identify key stakeholders or entities with influence that is not obvious and incorporate them in the project stakeholder forum, officially or not, so as to ensure smoother project implementation and increase perspectives of achievement of the expected results.
- Local partners can direct project activities in such a way as to maximise impact (subject to consultation with and approval of the Project Coordinator).
- Management of the project by local partners contributes to the enhancement of these partners' capacities and the respect they enjoy in the local society, thus improving also the project's sustainability prospects.

Clearly, local management of the project implies that there is a local partner who is trustworthy, clearly understands and endorses the project objectives, disposes of able personnel and has the managerial capacities to deal with the project. When the last prerequisite does not exist, it may be proper for the Project Coordinator to engage in building the partner's capacity in the beginning of the project and then gradually transfer management tasks to that partner in the course of the project.

7.2.5. Other Project Management and Implementation Issues

A number of other issues related to management of the project are briefly discussed below:

Prior experience: The experience of Project Coordinators, both in ICZM and in the management of big international projects, as well as a record of previous cooperation among the partners are assets for good project design, efficiency and effectiveness.

Administrative difficulties: Most SMAP III projects have suffered serious problems, related to unforeseen administrative difficulties sourcing from the need to apply EC rules & regulations. The coordinators should give clear instructions to all involved partners in this respect, at an early stage. Effort must also be made to identify administrative solutions that are compatible both to the EC procedures and to those of the other institutions that are involved in the implementation of the project and the management of its funds.

Addressing high level officials: Some SMAP projects set themselves the ambitious aim of reaching "high level policy makers" (in essence ministers or equivalent officials). Reality on the ground showed that it is very difficult to reach such officials directly and as a result only in very few events Ministers turned up. When invited to an event, even when they are not engaged in more important matters, they usually check beforehand whether there is going to be parity representation in the event, on the part of EU or some EU country (the Head of Delegation being the lowest acceptable level of authority) and they assign to the event a representative from their Ministries, taking into account political parity considerations. In addition, ministers change frequently. To influence policy, it is often preferable to address alternative "policy makers", which include career senior civil servants of ministries, members of parliament, political parties, local authorities, professional associations (e.g. of urban planners), professional associations / chambers, and the media. This phenomenon was much more typical of SMAP II than of SMAP III; it is however the case of the SMAP III project "Promoting awareness & enabling a policy framework", which, after failing to attract ministers on a number of occasions, has shifted its approach and is carrying out very effective awareness raising campaigns targeted to such alternative groups that influence decision making on environmental issues.

Identification of key stakeholders: Key stakeholders must be identified and appropriately included in the project, often with a special role in the ICZM process. Failure to do so is a recipe for failure. Some projects have missed engagement of key stakeholders (e.g. local Governorates in the case of the El Kala - Moulouya project, and the Coast Guard in the Gökova Bay projects). This is an analysis to be carried out at project design stage, and updated / verified at inception phase.

Identification of key factors: Identification of the key factors that influence the development of the project's region and the prospects of successful ICZM is a prerequisite for success. These include not only the technical factors (associated, for example, with water pollution, water circulations, etc.) but also the socio-economic factors related with the current conditions and future protections. Several

projects ignored these factors at design phase or relied on existing studies for the respective information, only to be faced later with inadequate or unreliable data and the need to carry out a socio-economic study late in the project, thus delaying the overall project implementation. In some cases a hydrodynamic study, not foreseen initially, was also required. A major factor, which almost uniformly has a negative impact on the environment and therefore on SD prospects and ICZM too, is the alarming population growth in most MPCs. In Egypt, where this is most pronounced, the net annual population growth of about 2% means that 1 million people are added in the country roughly every 10 months and all these have to survive essentially in a narrow strip along the Nile. Irrespective of what solutions, if any, can be considered for this problem, simply recognising this fact and stating it openly improves the relevance of the entire exercise.

7.2.6. Dominance of Universities and Scientific Institutions

It has been reported above that universities and scientific institutions are dominating the SMAP III Programme, being Coordinators in 5 out of the 10 projects and participating (often with more than one university per project) in all SMAP projects except for the two horizontal ones.

The dominance of universities and scientific institutes has affected the style of project management and implementation. Thus, most SMAP III projects have placed special emphasis on the following elements of the ICZM process:

- carrying out various studies that are necessary for assessing the current state of the environment and the respective projections, especially the technical ones (water quality study, soil quality, fisheries and aquaculture, hydrodynamics, etc.);
- use of the scientific equipment for the above studies, such as technical equipment for the monitoring of the water quality (measuring of different parameters), GIS-supported databases, satellite image processing equipment, etc.;
- capacity development, in relation both to ICZM in general and to technical subjects (e.g. on the use of the monitoring equipment, the GIS databases, etc.).

These are, of course, essential elements and it is very appropriate to carry them out correctly and effectively. It must be noted, however, that ICZM is not a scientific exercise; its essence lies in getting people to work together to solve common problems, along the lines suggested by scientific work. Although all projects verbally recognise the importance of this task and have set up a stakeholders forum, almost all of them have delayed the synthetic process of preparing the ICZM Plan (which is the central activity of the projects), in order to perfect the information obtained. This approach has substantial risks, especially in regard to the sustainability of the ICZM Plan (and hence the projects), since it does not allow sufficient time after the Plan's production for the actions that ensure this sustainability. A reasonable compromise must be found between the quality of data available and the need to produce an ICZM Plan in time to ensure its sustainability. The urgency of the preparation of the ICZM Plan is even more pronounced in some projects (the ALAMIM project in Alexandria being most prominent) by the fact that several groups are already on the brink of applying unilateral, non-integrated development plans in the project area.

7.2.7. Capacity Building and Raising Awareness

Capacity building is an essential component of the ICZM methodology, as developing the capacity of key stakeholders is indispensable for allowing them to take stock of the situation, take informed decisions and implement them. As discussed above, all SMAP III projects have given emphasis on capacity building and have already carried out a number of capacity building events for both local partners and stakeholders in general. Capacity building is also one of the areas where limited cooperation between projects has taken place.

Awareness raising is also an important activity and it can be very effective provided the right messages are targeted to the right recipients. Target groups include politicians and other decision makers, the media, professional associations and the general public. Addressing the general public is more effective when simple and specific messages are to be conveyed and specific behaviour is to be promoted (e.g. in respect to solid waste, which is a problem common to almost all MPCs).

Schoolchildren constitute a subgroup of the general public, working with which has several advantages (easier to find through schoolmasters, easier to impress messages, indirect but powerful impact on parents, sustainability). Most SMAP III projects have produced brochures and other material in Arabic and some are cooperating directly with schoolmasters in promoting awareness and disseminating material.

Promoting awareness is the chief objective of the SMAP III project “Promoting Awareness and enabling a policy framework”, carried out by UNEP / MAP / PAP / RAC. This project has developed excellent media products to support elaborate awareness raising. All other SMAP III projects can and should utilise parts of this material that are suitable for their purposes and disseminate it accordingly.

As regards the number of the addressees, there is room for improvement. The size of mailing lists in MPCs mentioned by the SMAP III horizontal projects (used for communicating ICZM news to interested parties), is 1,500 for SMAP III-TA and 3,500 for the “raising awareness” project. Even if all 3,500 addressees are based in MPCs, this implies on average only 350 addressees per country, which appears to be a low number.

7.2.8. Impact and Sustainability Prospects

Sustainability is arguably the most important criterion for the SMAP Programme, especially in view of the Horizon 2020 initiative, followed by impact.

Despite inefficiency and in some cases poor effectiveness, impact projects of all SMAP III projects look good. This is due to the fact that the complex process of ICZM allows projects to make a positive impact in various ways, even when they are not set to achieve some of their key objectives. Three such areas where most SMAP III projects seem to be successful are: (a) Establishing a forum of stakeholders and reinforcing a culture of public discussion, aiming to resolve conflicts and find commonly acceptable solutions to common problems related with coastal management; (b) Designing and starting implementation of a monitoring system for the water body and/or area in question (with use of GIS databases and appropriate capacity building of local experts); and (c) Raising awareness and capacity building.

Sustainability, on the other hand, depends chiefly on whether the final actions of the ICZM process, which create the preconditions for continuity of the ICZM approach, are foreseen in the project design and on how successfully they will be implemented. These actions include: (1) Promoting the ICZM Plan, which will be prepared, among stakeholders (especially key authorities), to obtain their endorsement and ensure that ownership of the Plan is transferred either to an existing institution or to an ad hoc body to be set up for this purpose; (2) Ensuring the institutional role and the capacity of the body that will undertake the management of the ICZM Plan; and (3) Initiating an effective contact with the donor community, thus creating favourable conditions to securing financing of the Plan's actions. Most of the projects (7 out of 10) have foreseen such activities at a measure that appears adequate. The success of this approach remains to be seen, however, in each case separately, as it depends both on the skill of the project staff and on intangible factors related with the project environment.

7.2.9. Gender Equity

Gender equity is a consideration that is very relevant in the MPCs and thus respective EU policies are especially meaningful in those countries. None of the SMAP III projects (the one presented as a success factor not excluded) has made so far any serious attempt to improve the role of women and promote their equality with men in its area of intervention. It is true that ICZM is a gender-neutral approach which, as successful, raises the standard of living of the entire population. Nevertheless, the complexity and wide range of ICZM interventions allows the design and implementation of a subset of actions that, apart from other objectives, promote gender equity. Such are actions related to tasks undertaken traditionally by women in the MPCs. It would be very much in line with the EC policies if some of the projects moved in that direction during the remainder of their duration.

7.2.10. International Cooperation

One of the expected results of SMAP III is the “encouragement of collaboration between neighbouring States, in addition to stimulating collective thinking and cross-fertilisation between the countries of the region as a whole”.

International cooperation has been much more actively promoted in the previous phases of SMAP than in SMAP III. Out of the 8 ICZM projects of SMAP III there is only one that is implemented in two countries (the El Kala, Algeria – Moulouya, Morocco project), and this is carried out in effect as two separate projects, one in each country, with little contact and exchange of experience between them (the fact that the two areas are far from adjacent contributes to this). The other projects concentrate solely on a particular area or interest. A very limited measure of international cooperation is achieved through capacity building events.

The two horizontal projects are operating also, for the most part, independently in each country, although there is a measure of common elements, such as the awareness-raising material produced by the awareness raising project which, though, is not used effectively by other projects.

It can thus be said that the aim of international cooperation in SMAP III has been almost completely neglected so far and projects are virtually isolated from each other. As projects are at the same stage of maturity and almost all of them are delayed, it is doubtful that any more significant cross-border cooperation and fertilisation will develop during 2008, unless the EC pushes towards it, and the two horizontal projects are determined to assist it in this matter. The very limited inter-project cooperation is essentially a design flaw at Programme level, since no budget is allocated to travel to visit other projects and other similar activities. This weakness could have been avoided through relevant provisions in the call for proposals, or through relevant provisions in the ToR of the SMAP III TA project.

7.3. Recommendations

As SMAP III is the last phase of the SMAP Programme, the most relevant recommendations are practical, short-term ones, referring to the implementation of the SMAP III projects during their final period (2008, with possibility for an extension). In addition, there are some recommendations related to future ICZM or similar projects, in case such project will be supported by the EU or any other institution in the years to come.

7.3.1. Short-term Recommendations

Addressed to the Project Coordinators and/or project partners:

- Attempt to transfer as much of the management of the project as possible to local partners, while maintaining feasibility and ensuring achievement of results.
- Hasten the preparation of the ICZM Plan, so that enough time is ensured for its promotion and endorsement.
- Plan and implement actions aimed at securing sustainability: promoting the ICZM Plan among key stakeholders and to financial institutions.
- Prepare a comprehensive and realistic action plan for the rest of the project (starting 01/01/08), focusing on achievement of as many of the project objectives as possible; if/where needed, request an extension of the project duration on the basis of this plan.
- Coordinate with the “raising awareness” project and utilise the material prepared by it, to launch awareness campaigns, as it fits each project’s needs; also exchange information material and mailing/contact lists with that project and the TA project.
- Work with women groups to identify actions compatible with the ICZM objectives that also promote gender equality and include such action in the ICZM Plan.

Addressed to the EC Project Manager:

- Follow closely the implementation of the SMAP III projects in their final period; in this respect, define clearly the role of the SMAP III-TA project and communicate this to the management of the other projects.
- Consider granting a budget-neutral extension to all projects that need it, up to 6 months (up to the end of June 2009), which will bring most projects to completion at the same time as the SMAP III-TA project.
- Encourage projects to cooperate on a bilateral or multilateral basis. Consider organising a workshop in the spring of 2008, in Cairo or elsewhere in the region (possibly in the context of the TA project), where all projects will present their progress so far and will exchange information and experiences. Allocate more funds, if possible, within the SMAP III-TA project to account for travel expenses of experts from one project to the other.
- Consider the development of a database of all information material and especially material that has been used for awareness raising and capacity development by SMAP projects; this will allow projects to access material of other projects and will create a knowledge base that will be useful in future ICZM or other environmental projects in the region.
- Consider inviting all projects to contribute in the identification of major polluters of the Mediterranean Sea (in the area of each project’s interest) and thus pave the way for the Horizon 2020 initiative. This can be done if the projects’ time and resources allow it, without endangering

each project's distinct objectives. If this cannot be done in the course of the projects, the projects can help raise awareness on this issue with key stakeholders and try to set up a body or association that will undertake this action and report to the relevant authorities.

- Carry out a comprehensive ex post evaluation of the entire SMAP III Programme encompassing all projects, or an ex post ROM of the SMAP III projects, about one year after the end of their implementation (in the first semester of 2010). Evaluation will probably disclose interesting facts, especially in regard to impact and sustainability, which cannot come out from the ROM exercise at current stage when the projects are ongoing.

7.3.2. Long-term Recommendations

Long-term recommendations concern future environmental programmes similar to SMAP and are addressed to the EC:

- In future programmes which include a TA project, the role of this project must not only be clear from the outset, but it must also be widely communicated to all other projects, to allow smooth cooperation.
- Ensure more active inter-project cooperation in future programmes, by requiring a minimum of specific actions in this regard and foreseeing specific events to this purpose. A lot of effort duplication can be avoided if such cooperation is maximised.
- Ensure that local management is foreseen either throughout the project or, at least, during the latter part of its implementation.
- If projects are selected on the basis of a call for proposals, provide for elements ensuring the inter-project communication and exchange of information, as well as a more advanced addressing of issues like socio-cultural specificities of the countries and gender equality; careful examination of the proposals by experienced reviewers should then allow changes in the projects' design, in line with the reviewers' recommendations aimed to improve ex ante the projects' relevance, efficiency and effectiveness.

ANNEX I

Score per criterion and recommended action points per project (including the 2 SMAP II Projects)

C/N	Project Data						Monitoring Data			Conclusions					Action Points
	Ref. No	Title	Country	Primary Commitment	End Date	Project Authority	Mission No.	Report Ref.	Monitor	Design	Efficiency	Effectiveness	Impact	Sustainability	
SMAP II Projects															
1	61794	The Fara'a and Jerash Integrated Watershed Management Project	PALESTINE	3.881.730	30/9/2007	Environmental Quality Authority of the Palestinian Authority	ME5	10182.03	Iosu Arizkorreta	b	d	c	c	c	MoE/EQA/NEDECO: Sign the internal agreements. MoE: 1) Assume the overall responsibility, coordination and produce the progress reports; 2) Transfer the funds to the partners; 3) Define a realistic work plan for both countries and define the results that can be achieved; 4) Recruit the counterparts and the experts missing; 5) Develop a communication strategy addressed at the local population in order to repair the damage caused by delays and inform on the actions that can be carried out; 6) Carry out Sustainability Plans and/or Business Plans for the pilot projects; 7) If the integrated assessment is carried out, cover in it the institutional set-up for implementing the IWMP. EQA: 1) Recruit the missing experts; 2) Define a work plan and to assess the results that can be achieved and consequently to inform the MoE; 3) Based on the communication strategy, inform the population on the actions that can be achieved. EC Delegation: Consider the extension of the implementation period, based on a realistic workplan to be produced and on the results that can be achieved.
2	61790	Management of horizontal activities and support to the regional Euro Mediterranean Programme for the Environment (RMSU)	ITALY	3.124.000	30/6/2006	Agenzia per la Protezione dell' Ambiente e per i Servizi Tecnici (APAT)	ME5	10179.03	Sakis Galigalis	a	b	a	a	b	General: The first horizontal project of SMAP II is successfully coming to its end. Responsible AIDCO / ECD / DG Environment / EEA: a) The idea of EEA taking over the CH makes sense. b) For continuity, a service contract, through EuropeAid, may help. Contractor: See if gaps can be identified in the knowledge of the sources of pollution of the Mediterranean.

SMAP III Projects															
1	107349	Technical Assistance to the 3rd Regional Environmental Programme (TA SMAP III)	EGYPT	4.299.122	8/9/2008	Environmental Resources Management	ME5	10477.01	Sakis Galigalis	b	b	b	b	b	General: The project is the equivalent of SMAP II RMSU for SMAP III. ECD and Contractor: a) Success stories of SMAP call for upgrading of communication component, even at the expense of other work. b) Enrich work on SD, by highlighting other dimensions, like population net growth, energy consumption, life style, etc. c) To offer service to H2020, use TA to identify major industrial and urban polluters of Med Sea. Contractor: Introduce consistency between time schedule and Logframe.
2	110648	ALAMIM Alexandria Lake Mariout Integrated Management	EGYPT	598.895	31/12/2008	Barcelona Metropolitan Entity for Solid Waste and Hydraulic Services (BMA)	ME5	10478.01	David Moissis	b	c	c	c	c	Project partners: Despite the difficult and pressing situation, the project objectives can still be accomplished to a satisfactory extent, on condition that the project team will: (a) Strengthen the relation with the Governorate, which needs to be convinced of the relevance and validity of the IMP and the need to endorse it, and eventually "own" it and implement it through an administrative body specifically set up for that purpose; (b) Reinforce its presence in Alexandria and make an effort to collect quickly all the necessary information that exists, in regard to both the present situation and development plans, official or not; (c) Develop an Integrated Management Plan quickly, before it is rendered obsolete by on-going activities; (d) Recognise and include in the project as stakeholders local organisations that seem to be of some import and influence the Governor's decisions, even if they appear to be institutionally unrelated to the project and its issues. The project should also: (e) Prepare a realistic action plan indicating the actions from January 2008 to the end of the project and ask for the extension required; (f) Intensify coordination with the GEF project and contact with other donors; (g) Provide training on how to use the information provided through the GIS interface for decision-making, with practical examples or case studies. EC: (a) Follow closely and at frequent intervals the progress of the project; (b) Consider granting a longer extension to this project, even in derogation to rules used for the rest of the SMAP III programme, on the basis of a tight, realistic and convincing action plan.

3	110655	Preparation & implementation of the Integrated Management Action Plan in collaboration with stakeholders for the Inner Gökova Bay and the Sedir Island within Gökova Specially Protected Area	TURKEY	1.067.600	31/12/2008	University of Mugla, Faculty of Engineering	ME5	10484.01	Sakis Galigalis	c	c	b	b	b	General: a) A very interesting project, for its practicality. b) Creation and operation of the Stakeholders Committee is a major achievement. c) A management crisis has brought the project to a turning point. ECD: Consider how to reinstate the previous Project Director, with strings (compromise solution with SPA / recruitment of a Project Manager). Contractor: a) Engage Coast Guard in the Committee. b) Further work on making participation of locals to the Committee a more attractive option. d) Improve EC-funding visibility.
4	110656	Integrated Coastal Area Management (ICAM) strategies for the "Kroumirie Mogods" Region and "Grand Sfax" Municipality in Tunisia	TUNISIA	1.240.000	30/6/2008	WWF European Policy Programme - International Association Rome Branch	ME5	10483.01	Iosu Arizkorreta	b	b	b	b	c	WWF: 1) Define an exit strategy covering: a) Institutional set-up for ICAM implementation; b) Costs for ICAM plans of action implementation; c) Continuity of the coordination mechanisms created; 2) Implement the training on indicators; 3) Produce in the Final Report lessons learnt that could be useful for future ICAM interventions; 4) Use the capacity for media coverage to raise awareness on ICAM principles and increase visibility of EC intervention; 5) Program the next NSC meeting; 6) Define the overall objective and consequently order the project purpose, results and activities. K&M component: 1) Focus, apart from the protected areas, on the ICAM action plan in the buffer and peripheral areas; 2) Define the ToR for the ICAM plan M&E protocol. GS component: Define the ToR for the ICAM plan M&E protocol. APAL: 1) Based on these experiences, assess the relevance of introducing ICAM practices in coastal management policies; 2) Define with the relevant institutions and based on the studies to be produced the institutional set-up for implementing ICAM plans. EC Delegation in Cairo: Send reports and key documentation on the project to the EC Delegation in Tunisia.
5	110659	Integrated Management of East Mediterranean Coastlines (IMAC)	LEBANON	924.056	31/12/2008	Balamand University	ME5	10480.01	Sakis Galigalis	b	c	b	b	b	Contractor: a) Identify and report info on major polluters, according to H2020 priorities; b) Collect more info on the fertiliser plant in free zone of Selaata; c) Assess the two ICZM initiatives of Behnin municipality and if found less bad than usual practice, consider replication. ECD / DG Environment: The identified case of major MED sea polluter deserves careful attention.

6	110660	Reducing conflicts of coastal natural resource use in the province of Nador in Morocco	MORO CCO	580.000	31/12/2008	EUCC - The Coastal Union	ME5	110660.01	David Moissis	a	b	b	b	a	Remote management of the project has failed. Project is managed flexibly and efficiently on local level. Project: (a) Take advantage of the wide support by authorities and stakeholders, to have the ICZM Plan accepted as widely as possible as a document that will guide future sustainable development in the region. First priority should be achievement of the project objectives, timely completion being less important. (b) ICZM may emphasize and detail actions in pilot areas but the Plan must cover the entire region. (c) Examine the possibility of implementing small, low-budget demo projects in the project's focus areas. (d) Work more closely with women groups, in order to promote gender parity. - EC: Carry out an evaluation about a year after the project end.
7	110661	AMIS - Algerian coastal management through integration and sustainability	ALGER IA	785.590	31/12/2007	Centro Interdipartimentale di Ricerca per le Scienze Ambientale di Ravenna (CIRSA)	ME5	10476.01	Iosu Arizkorreta	d	c	c	b	b	CIRSA: 1) Finalise the pending studies and tools; 2) Define a Sustainability Plan covering: a) the actions needed for the development of the ICZM action plan and the institutions responsible for their execution based on the studies and tools produced; b) the identification of the missing regulations of the law on protection and valorisation of the coast needed for implementing an ICZM; c) a communication strategy aimed at different institutions, NGOs and private sector on the benefits of adopting an ICZM action plan. APPL: 1) Elaborate a work plan for the execution of the surveys; 2) Define a plan for transmitting to relevant institutions and decision-makers the results of the monitoring network surveys; 3) Help communicating to the relevant Algerian authorities, especially the Wilaya, the benefits and results of the ICZM and the monitoring networks. EC: Consider the extension period request.
8	111246	El Kala / Moulouya des zones humides sensibles associées a une approche GIZC	ALGER IA MORO CCO	896.625	31/12/2008	Fondation Sansouire, Station Biologique de la Tour du Valat	ME5	10481.01	Iosu Arizkorreta	b	c	b	b	c	TdV: 1) Elaborate a comprehensive workplan; 2) Orientate GRET support so as to prioritise in the forthcoming studies: a) the institutional set-up needed for managing and implementing the ICZM plan, b) the legislative framework, c) the needed human resources and the financial cost, depending on different scenarios; 3) Assist the partners in prioritising the indicators and developing a monitoring plan; 4) Improve the communication strategy for the public administration (information on ICZM benefits) and for the beneficiaries of pilot projects; 5) Agree with partners whether pilot projects can include works and supplies; 6) Record the participatory process and disseminate at national level; 7) Promote exchange of experiences between the two countries. DGF/PNK: 1) Submit the training plan, starting with the ICZM concept; 2) Define rules for the CC functioning; 3) Transmit the benefits of the ICZM approach to the Wilaya and to persuade them for the ISC

															creation; 4) Submit on time the progress reports to TdV; 5) Improve the indicators. MATEE/IRATEO: 1) Recruit the communication expert; 2) Produce the 2008 workplan; 3) Agree on the format and content of the CL; 4) Define the details of the pilot project and to mainstream it with the ICZM approach; 5) Submit on time the progress reports to TdV.
9	112172	Plan of Action for an Integrated Coastal Zone Management in the area of Port Said	EGYPT	1.499.997	31/12/2008	Nucleo di Ricerca sulla desertificazione (NRD), Università di Sassari	ME5	10479.01	David Moissis	b	c	c	b	b	Project partners: (1) Include in the ICZM Plan some assessment and/or recommendations on the coastal area. (2) Allow some time before the end of the project for promotion of the ICZM Plan to relevant authorities for endorsement and to donors for financing. (3) Establish contacts with the donor community as soon as possible and include them in the discussions that will lead to the shaping the ICZM Plan. (4) Consider the issues related with the transfer of the ownership of the ICZM Plan to the appropriate institution(s); take and implement relevant decisions. (5) Enhance coordination and cooperation between the two Egyptian partners during the synthetic process; PC should take a more dominant role in defining the rules of such cooperation. (6) Work closely with women's groups. EC: (1) Closely monitor the progress of the project at regular intervals during the remainder of its duration. (2) Carry out an evaluation of the project (maybe in the context of a wider evaluation of SMAP III) about one year after its end.
10	112721	Promoting awareness & enabling a policy framework for environment & development integration in the MED with focus on integrated coastal management	CROATIA	1.200.000	22/12/2008	UNEP Mediterranean Action Plan	ME5	10475.01	Sakis Galigalis	c	d	b	b	b	General: A SMAP project significantly different from the rest. ECD: a) The project is off-track, calling for immediate intervention. b) Assign project management responsibility to PAP / RAC. c) Use pending submission of 2nd year Progress Report, to introduce changes for the remaining project duration. d) SMAP III TA project should coordinate with BP, on the size of its mailing list. e) Consider giving some elements of the awareness campaign to other SMAP projects. Contractor: a) Rethink the interpretation of the term "high level policy makers". b) Seek private sector sponsorship, to boost awareness campaign. ECD and Contractor: Coordinate with communication officials in EC Delegations.