



PRIORITY  
ACTIONS  
PROGRAMME

# Coastal Area Management Programme CAMP Cyprus



**Inception Report**  
**December 2005**

# Inception Report

## **Note:**

This Inception Report was prepared by Mr. Glafkos Constantinides, Task Manager of CAMP Cyprus Project, with the support of the Priority Actions Programme Regional Activity Centre (PAP/RAC), namely Mr. Ivica Trumbic, PAP/RAC Director, and Mr. Aleksandar Bjelica, PAP/RAC CAMP Cyprus Coordinator, and of the Environment Service, namely Mr Nicos Georgiades, Director and CAMP Cyprus Project National Project Director and Ms Joanna Constantinides, National Project Coordinator.

Valuable contribution to the preparation of the Report was provided by the MAP Regional Activity Centres (RACs) involved in CAMP Cyprus, i.e. the Blue Plan (BP/RAC), Environment Remote Sensing (ERS/RAC) and Specially Protected Areas (SPA/RAC).

## **Table of Contents**

### **List of Acronyms and Abbreviations**

<b>BP/RAC</b>	<b>Blue Plan Regional Activity Centre</b>
<b>CAMP</b>	<b>Coastal Area Management Programme</b>
<b>CCA</b>	<b>Carrying Capacity Assessment</b>
<b>DFR</b>	<b>Diagnostic Feasibility Report</b>
<b>EE</b>	<b>Environmental Economics</b>
<b>EI</b>	<b>Economic Instruments</b>
<b>ERS/RAC</b>	<b>Environment Remote Sensing Regional Activity Centre</b>
<b>ES</b>	<b>Environment Service</b>
<b>EU</b>	<b>European Union</b>
<b>ICAM</b>	<b>Integrated Coastal Area Management</b>
<b>MANRE</b>	<b>Ministry of Agriculture, Natural Resources and Environment</b>
<b>MAP</b>	<b>Mediterranean Action Plan</b>
<b>MCSA</b>	<b>Mediterranean Commission for Sustainable Development</b>
<b>MEDU</b>	<b>The Coordinating Unit of MAP</b>
<b>PAP/RAC</b>	<b>Priority Actions Programme Regional Activity Centre</b>
<b>RV</b>	<b>Resource Valuation</b>
<b>SEA</b>	<b>Strategic Environmental Assessment</b>
<b>SEFS</b>	<b>Self-Evaluation Fact Sheets</b>
<b>SPA/RAC</b>	<b>Special Protected Areas Regional Activity Centre</b>
<b>SPSA</b>	<b>Systemic and Prospective Sustainability Analysis</b>

# 1.0 BACKGROUND

## 1.1 Introduction

The CAMP Cyprus Project Agreement was signed in Athens on the 21<sup>st</sup> of June 2005 by Mr Paul Mifsud, MAP Executive Coordinator, on behalf of MAP and Mr Nicos Georgiades, Director of the Environment Service, Ministry of Agriculture, Natural Resources and Environment and focal person for MAP, on behalf of the Cyprus Government. The signing of the Agreement was the culmination of a long preparatory process commencing with the approval of the proposal of the Cyprus Government for the implementation of CAMP Cyprus at that Meeting of the Contracting Parties to the Barcelona Convention in Monaco in November 2000.

Several preparatory activities were implemented since the approval for CAMP Cyprus until the signature of the Agreement, the most salient of which are summarized below:

- The decision to commence preparatory activities for the implementation of *CAMP Cyprus* was further discussed between the Director of Environment Service and the MAP Coordinator at the Monaco Meeting which was followed up by the visit of Mr Ivica Trumbic, Director of MAP-PAP/RAC, to Cyprus in September 2001.
- At that meeting of September 2001 it was decided, among other things, to proceed with the preparation of the CAMP Cyprus Diagnostic Feasibility Report (DFR).
- The DFR, prepared by a national consultant commissioned by PAP/RAC, was submitted in June 2002.
- The conclusions and recommendations of the DFR and the proposed activities were discussed and approved by the meetings at the Environment Service in Nicosia in November 2002, chaired by the Director of the Environment Service, which was attended by the Director of MAP-PAP/RAC, the invited representatives of competent Ministries, Departments and Organizations and the national consultant who prepared the DFR.
- Following the approval of the DFR it was decided to assign the consultant to prepare the *CAMP Cyprus* Draft Agreement Report, in consultation with the Environment Service and PAP/RAC.
- The decision for the preparation of CAMP Cyprus Agreement Report was reaffirmed at a high level meeting in Catania in November 2003 between the Director-General of the Ministry of Agriculture, Natural Resources and Environment, the Director of PAP/RAC and the Director of the Environment Service.
- On the basis of comments received and the conclusions of the high level meeting in Catania it was decided to proceed with the preparation of the Agreement Report for the implementation of *CAMP Cyprus*.
- Several drafts were prepared and revised in light of comments and suggestions and the Final Agreement Document was submitted in May 2005, following concluding discussions between the Director of PAP/RAC and the Director of the Environment Service in January 2005 during the visit of Mr Ivica Trumbic to Cyprus.
- It is noted that between these landmark meetings and activities, there have been frequent communications between the Director and other members of the staff of PAP/RAC and the Director of the Environment Service.

## **2.0 THE INCEPTION REPORT: OBJECTIVES AND ACTIVITIES RELATED TO ITS PREPARATION**

### **2.1 Objectives of the Inception Report**

This Inception Report is the first integrated basic document of the Project, which aims at securing integration and providing detailed instructions for the implementation of the Project, both at the Project level, as well as at the level of each individual Project activity.

In addition, the objective of the Inception Report is to define:

- the methodologies, tools and techniques to be applied,
- the Workplan and Timetable of the activities to be implemented,
- the Terms of Reference (TORs) specific to each individual activity, and
- the monitoring procedure, to be defined by interrelating actions, achievement indicators, assumptions and risks, within the Logical Framework Analysis.

The final objective of this Inception Report is to harmonize, interrelate and integrate actions to be implemented within individual Project activities with those at the Project level.

### **2.2 Activities related to the Inception Report**

Activities related to the preparation of the Inception Report, implemented by CAMP Project Co-ordinator and PAP/RAC are the following:

- Consultations and exchange of information with other MAP Regional Activity Centres involved in the Project;
- Meeting organised by the Environment Service on the 7<sup>th</sup> of September 2005 with the participating Ministries, Departments and Organizations to present the main issues of the Agreement Report and invite responses;
- Meetings held since the 7<sup>th</sup> of September 2005 with individual Officers of the participating Ministries, Departments and Organizations on several aspects of CAMP Cyprus and their involvement;
- Preparation of Draft Technical Specifications for the various activities;
- Preparatory work for the organization of the Inception Workshop, scheduled for the second half of November 2005 ;
- Communications with the participating MAP-RACs;
- Preparation of the draft Inception Report for discussion with the Director of PAP/RAC and the National Project Director (Director of the Environment Service) and the National Project Coordinator;
- Preparation of the Inception Report for presentation at the Inception Workshop.

Regional Activity Centres were contacted and their inputs were incorporated in the Project Thematic Activities.

### **2.3 Main “triggering factors” and justification for CAMP Cyprus**

Despite the impressive economic development of Cyprus, several underlying problems trigger concern about the effectiveness of the management of coastal resources and the future sustainability of the development process. Some of the most salient triggering factors that point to the need for the CAMP Cyprus project include:

**Summary of existing problems and opportunities for addressing them**  
*(Elaborate analysis of the existing problems and challenges are presented in the Diagnostic Feasibility Report (June 2002) and in the Agreement Document (June 2005)*

<b>Existing problems</b>	<b>Opportunities for strengthening policies</b>
Pressure on coastal and marine resources and serious threats to the coastal environment and the rural heritage from building development activities	-Review of the strengths and weaknesses of existing policies and tools for controlling and managing coastal development and the use of resources
Pressures on coastal infrastructure and services, loss of agricultural land and degraded visual quality of coastal landscape	-Assessment of the carrying capacity of coastal resources and infrastructure to support coastal development and land utilization
Inadequately controlled concentration of building development, economic and social activities in the coastal areas adjacent and beyond the main urban centres, leading to 'coastalization' of the economy, decline of rural settlement communities and unbalanced urban-rural / coastal-hinterland development	-Assessment of the strategic impacts of plans, projects and policies on coastal resources, habitats and protected areas  -Assessment of the value of environmental resources as public assets and as quality elements in sustainable development
Lack of harmonization of development / environmental policy objectives, and inadequate protection of the integrity of the coastal and marine ecosystem and areas of natural beauty	-Assessment of possibilities for increasing revenues from development to fund coastal improvement projects
Lack of integrated water resources management coping with the conflicts of changing water uses by different sectors, locations and delivery infrastructure systems.	-Assessment of the benefits of conservation for local development  -Assessment of strengthening participation capacities in coastal management
Lack of organized open spaces, footpaths and other amenities in tourism development areas	-Establishment of methodology for integrated coastal management
Inadequate appreciation of environmental quality as an asset for sustainable development and long term social welfare	-Application of tools for identifying the interrelations of environmental resources and the interdependence of environmental impacts from development (carrying capacity, strategic environmental assessment, resource valuation, etc.)
Insufficient valuation of environmental resources in development policies and decisions	
Limited local level environmental awareness and active local community concern for private development and short term economic gains	-Strengthening the integration of coastal development and resource management policies
Limited use of economic / fiscal instruments for mobilizing private sector resources, establishing sustainable sources of finance and achieving coastal development objectives and project implementation	-Establishments of an integrated coastal management framework with long term development and environmental objectives

To contribute to the development of a strategy for integrated coastal management, CAMP Cyprus will implement activities designed to build on existing policies and the legal framework to develop and put in place appropriate tools for greater and more effective coastal policy coordination.

Therefore, the main focus of CAMP Cyprus is based on the need to address **existing gaps in the policy framework** for coastal planning and management and to explore and introduce tools of integrated coastal area management with a view to strengthening and harmonising sectoral policies in line with national development objectives and EU requirements for incorporating environmental concerns in the development process.

## **2.4 Overview of Project Objectives and Expected Results**

The main objectives of the Project include the following:

Within the broad principles of ICAM methodology and the existing conditions in Cyprus, to elaborate and implement selected tools of coastal area management with a view to:

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

The aim of the above objectives is to achieve the following main results:

- Elaboration of ICAM methodology and its main principles;
- Demonstration of the scope, use and limitations of selected tools of ICAM;
- Broader understanding of the application of ICAM tools to address current and future coastal management problems;
- Broadening public awareness of the benefits of ICAM and the importance of collaboration;
- Improving integration of coastal management policies;
- Incorporating ICAM tools in the national policy framework;

## 3.0 OVERALL PROJECT COMPONENTS

The main project components include the following:

- The Project conceptual framework
- The Project Area
- Project phasing and outputs
- Project Activities

### **3.1 Project conceptual framework**

The design of CAMP Cyprus recognises and incorporates three fundamental considerations of particular interest to the national authorities.

First, *CAMP Cyprus* is a **country-driven** project. It is designed to respond to national and local priorities perceived and defined according to the experiences, realities and problems of the Cyprus legal, administrative and cultural institutions. The Project aims to utilise as much as possible available national and local expertise, while providing for the transfer of regional assistance to activities for which national expertise and resources require support and supplementary inputs.

Second, the Project is based on an **integrated approach to coastal environment and development problems** in Cyprus. This approach cuts across sectoral policy areas to address the diverse pressures and constraints that affect the coastal environment. The Activities which will be carried out will elaborate and demonstrate the application of principles of integrated coastal management as well as tools for 'expanded' environmental assessment, carrying capacity assessment and environmental economics. The Project aims to introduce and elaborate the scope and use of such tools for raising public awareness of synergies between environmental quality and development, particularly at the local level, of the vulnerability of coastal resources to impacts from development and the potential contribution of environmental management to coastal development.

Third, the Project will also address particular attention to **socio-economic aspects of coastal management**. This is particularly important in Cyprus given the importance of coastal development to the national and local economy and the contribution of the protection of coastal resources to future sustainable development opportunities relative to the European competitive tourism market. Thus the Project will elaborate the application of market-based instruments and environmental economics as a basis for the harmonisation of coastal policies with private investment concerns.

Consequently, the *CAMP Cyprus* Project, while focusing on the importance and application of coastal resource management, highlights the links of environmental strategies to sustainable development and the competitiveness of the coastal economy for the benefit of the present and future generations. The overall project design of *CAMP Cyprus*, presented below in an annotated form, shows the main elements of the Project and how they will contribute to the achievement of the expected results.

Despite its country-driven orientation, CAMP Cyprus draws upon the fundamental objectives of the **CAMP Programme** itself and its broader concerns relating to Coastal Zone Management within the framework of the commitments undertaken under the **Barcelona Convention**.

Of particular importance to the CAMP Programme are the new approaches to Integrated Coastal Zone Management promoted by regional activities which most notably include the following:

- **The Conference on Sustainable Development in the Mediterranean** held in Tunis in 1994 which, among other things, adopted the Declaration on Sustainable Development in the Mediterranean, the Agenda MED 21 and the resolution on the establishment of the Mediterranean Commission on Sustainable Development.
- **The Ninth Ordinary Meeting of Contracting Parties** held in Barcelona in 1995 which introduced amendments to the Barcelona Convention crucial to the implementation of ICAM and the sustainable development principles within MAP.
- **The Euro-Mediterranean Conference** held in Barcelona in 1995 establishing the Partnership and promoting regional cooperation in assisting the effort towards altering the trend of environmental degradation, in protecting the Mediterranean environment, integrating environmental concerns in development policies and sectoral strategies.
- **The Workshop on Policies for Sustainable Development of Coastal Areas** in the Mediterranean held in Santorini in 1996, concluding on the importance of a multidimensional, proactive and long term approach to sustainable development in coastal areas in the Mediterranean.
- **The Tenth Ordinary Meeting of the Contracting Parties** in Tunis in 1997 emphasizing the need for improvement of institutional mechanisms, tools and a closer link with international organizations and the EU.

### **3.2 CAMP Cyprus Project Area**

As Cyprus is a small island, the linkages between coastal and hinterland areas are intimately fused within the island's spatial development pattern. So are the interactions between development sectors, the uses they make of coastal environmental resources and the main ensuing impacts. Despite some degree of differentiation in specific local problems facing different parts of the coastal area, the root causes, the development constraints and the policy issues influencing coastal management problems are relatively common to the island as a whole. Given the emphasis of *CAMP Cyprus* on the demonstration and application of Integrated Coastal Area Management tools to improve policy level responses to achieving on-going sustainable coastal management, an issue-led approach is proposed covering the coast of Cyprus as a whole, rather than confining *CAMP Cyprus* to a specific part of the coast. However, within the broad island-wide scope of *CAMP Cyprus*, a **local spatial dimension** is incorporated through the proposed **Pilot Case Study Application Projects**.

This island-wide scope of *CAMP Cyprus* serves at least three important objectives:

- It ensures that the main conclusions and results of *CAMP Cyprus* will be relevant to the whole spatial and socio-economic framework, rather than to a specific area or location in Cyprus.
- It aims to address most of the key policy issues influencing decisions, institutions, perceptions and conditions that underlie and affect the process of coastal development.
- It maintains sufficient flexibility to expand the scope of *CAMP Cyprus* to the whole island.

## **4.0 PROJECT PHASING AND OUTPUTS**

### **4.1 Phasing**

**Stage I: Initiation** (implemented before the signing of the Agreement)

**Stage II: Detailed formulation** of the Project:

- Initial data collection;
- Meeting prerequisites for implementation;
- Draft Technical Specifications;
- Draft Inception Report;
- Inception Workshop/Final Inception Report;
- Approval to start the implementation stage.

**Stage III. Implementation:**

- Initial implementation activities, including preparation of the final version of the Technical Specifications for individual activities, signature of the Aide-Mémoire;
- Implementation of individual activities;
- Integration of results, including the preparation of the Final Project Report;
- Presentation of the results.

**Stage IV. Post Project Activities:**

- Formulation and implementation of follow-up activities;
- Monitoring and reporting;
- Presentation and use of results at MAP level.

### **4.2 Project outputs**

The main outputs of the Project will be the following:

- Diagnostic Analysis for main coastal development and conservation problems in Cyprus;
- Review of main policy coordination issues affecting coastal resource management in Cyprus;
- Methodology for integrated coastal area management in Cyprus;
- Systemic and Prospective Sustainability Analysis (sustainability indicators set, calculation and projections into the future of indicators, monitoring programme and systemic overview / appraisal);
- Case Studies of Carrying Capacity Assessment (CCA), Strategic Environmental Assessment (SEA), Resource Valuation and Economic Instruments (RVEI);
- Guidelines for the management of protected areas and sites of ecological importance;
- Capacity building for local level participation in ICAM;
- Inception Report and Inception Workshop;
- Final Integrated Project Report, Proposal for Follow-up and Urgent Investments Portfolio;
- Project Terminal Report and Self-Evaluation Fact Sheet.

### **4.3 Development Outputs**

- National capacities in the development and application of a country-driven ICAM methodology: Development of a common broad framework shared by different Ministries / Departments for the integration and application of coastal management objectives (tourism, land use, agriculture, water, etc.). Development of overall objectives guiding priorities, decisions and infrastructure investment plans by different Ministries / Departments with responsibilities in the development, protection and use of resources in coastal areas.
- National experience in the policy and institutional integration of cross-sectoral coastal issues: Greater appreciation of the thematic, spatial and institutional interdependence of sectoral activities and improved capacity for strengthening the horizontal (across Departments) and vertical (national and local level) integration of policies with respect to those activities.
- National experience in the application of ICAM tools and techniques: Incorporation of the tools of ICAM (CCA, SEA, EIRV) in the policy formulation process and use of such tools in establishing a common approach to the preparation, evaluation and review of plans and programmes in tourism, land use planning, agriculture, water resource management, transport infrastructure, environmental conservation, etc.
- Exchange of national experience at the regional level: Greater awareness of prevailing coastal management approaches, problems and solution in the Mediterranean region and capacity to share, transfer and receive experiences and lessons within a common methodological context.

### **4.4 Outputs at the level of each individual activity**

- Half-yearly Progress Reports;
- Technical Specifications;
- Mission Reports;
- Case Studies, training and workshops reports;
- Final Project Report;

A detailed description of the above outputs will be elaborated in the Inception Report and the respective Technical Specifications, to be prepared after the signature of the Agreement.

## **5.0 Project Activities**

### **5.1 Main Project activities.**

*CAMP Cyprus* will pursue four main Activities following the conclusions of the November 2002 meeting on the proposals of the Diagnostic-Feasibility Report and the agreement reached at the Catania high level meeting of November 2003:

The proposed Project Activities include:

#### **I. Coordination and Integration of Project Activities**

#### **II. Methodology of Integrated Coastal Area Management (ICAM)**

- (i) Integrated Coastal Area Management**
- (ii) Systemic and Prospective Sustainability Analysis (SPSA) and Indicators**
- (iii) Introduction of Biodiversity concerns in ICAM**
- (iv) Remote sensing for coastal diagnostic analysis**

#### **III. Tools of Integrated Coastal Area Management**

- (i) Strategic Environmental Assessment**
- (ii) Carrying Capacity Assessment**
- (iii) Environmental Economics (Resource Valuation and Economic Instruments)**
- (iv) Local Pilot Applications of Tools of Integrated Coastal Area Management**

#### **IV. Public Participation and Awareness**

## **5.2 Summary of Project Activities**

### ***I. Co-ordination and Integration of Project Activities***

**Objective:** To secure a harmonized, timely and cost-effective implementation of the Project in accordance with the Project Agreement.

Activity 1.1 Establishment of the institutional structure of the Project;

Activity 1.2 Securing co-ordination among MAP and the national authorities involved;

Activity 1.3 Provision of guidance and assistance to the national teams in the detailed formulation and implementation of the Project, and presentation of its results;

Activity 1.4 Co-ordination and supervision of, and assistance to the MAP Consultants and National Specialists in implementing the relevant assignments;

Activity 1.5 Overseeing the provision of information and documentation prerequisites for implementation;

Activity 1.6 Providing feedback and inputs across individual activities, thus securing consistence of the expected outputs;

Activity 1.7 Securing integration of results at the Project level, and preparation of the final Project documents;

Activity 1.8 Presentation of the Project results;

Activity 1.9 Reporting to MAP and the Environment Service on the progress achieved.

#### **Outputs**

- General co-ordination, established Project structure and institutional arrangements;
- Co-ordinating missions, mission reports;
- Inception Report;
- Inception Workshop;
- Finalized Inception Report;
- Progress Reports;
- Final Integrated Project Document, Follow-up Proposals, and Urgent Investment Portfolio;
- Final Presentation Conference, Conference Documents and the Conference Report;
- Project Terminal Report and SEFS.

## ***II. Methodology of Integrated Coastal Area Management - ICAM***

### ***(i) Integrated Coastal Area Management (ICAM)***

**Background** The analysis and conclusions of the Diagnostic Feasibility Report have identified the important gaps in the coordination and integration of policies for confronting coastal development and resource conservation issues, particularly those that cut across sectoral responsibilities. Despite the existence of individual policies for all main development sectors (land use, agriculture, tourism, water resources, etc.) and responsible inter-ministerial bodies and inter-departmental committees for policies that affect several sectors, there is a lack of an overall framework in which to coordinate and apply an integrated management strategy for coastal development and conservation. There is no overall approach to the formulation of commonly agreed priorities for resolving coastal development / conservation conflicts, and more importantly, no common perception of how to strengthen existing policies and coordination mechanisms to achieve better integration to serve long-term coastal management objectives.

**Objective One: To investigate, elaborate and critically assess the main methodological principles and constituent elements underlying the scope, application and results of the integrated approach to coastal management.**

Activity 2.1 To analyse the interactions between spatial, environmental, social, economic and cultural parameters and dynamics in coastal development and highlight the scope of ICAM methodology and the use of its main tools in addressing these interactions for promoting sustainable coastal development.

Activity 2.2 To compare and contrast the existing regional and international knowledge, practice and experience of ICAM methodology, accumulated by UNEP-MAP and PAP/RAC, with the prevailing approach to coastal planning and environmental protection in Cyprus.

Activity 2.3 To assess the existing policy and policy application issues and problems in Cyprus and identify major constraints and opportunities for improvement and / or change.

**Objective Two: To propose appropriate strategies for incorporating ICAM methodology in the national coastal management framework**

Activity 2.4 To identify the need, extent and policy areas in the national policy framework for introducing improvements / changes in order to upgrade its capacity to address coastal resource management problems, objectives and conflicts in order to achieve sustainable coastal management.

Activity 2.5 To propose an overall strategy and the actions necessary for implementing the required improvements and / or changes.

Activity 2.6 To organize a Workshop for presenting and discussing the proposed strategy and actions, contributing to the raising of awareness of the scope, importance and operation of ICAM methodology within the national policy framework.

Activity 2.7 Preparation of an Activity Report

*Time allocated for the Activity: 6 months*

### **Outputs**

- Transfer of Experience: Elaboration of the principles of Integrated Coastal Area Management methodology based on regional and international knowledge and experience, particularly the experience accumulated by MAP's CAMP Programme and the work carried out by MCSD;
- Development and application of ICAM methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development of guidelines for the establishment of an integrated framework of coastal management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to the needs of Integrated Coastal Area Management;
- Strategy for application of ICAM methodology in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of ICAM within the Cyprus institutional context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating ICAM methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of ICAM in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing ICAM methodology guidelines and the strategy for the incorporation of ICAM in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

## ***(ii) Systemic and Prospective Sustainability Analysis (SPSA) and Indicators***

**Background** The elaboration of sustainability indicators, those emerging from the MCSD initiative and the EU initiatives (structural indicators), are important instruments for monitoring national policies towards sustainable development. The identification and selection of the most appropriate indicators will be essential to establish the framework for the development of a national database in Cyprus to monitor the performance of coastal management according to Mediterranean experience and European requirements. Systemic and Prospective Sustainability Analysis (SPSA) and indicators will be an essential input to support the actions taken by Cyprus in this direction. The experience of Cyprus within the MCSD and EU initiatives in the field of sustainability indicators will provide the background for this Activity.

**Objective: To introduce and apply the Systemic and Prospective Sustainability Analysis (SPSA) as a specific tool towards developing Sustainability Indicators (SIs) and future scenarios to assist in achieving sustainable management of coastal and marine areas.**

Activity 3.1 To draw upon the coastal resource use conflicts and development policy problems in Cyprus for applying SPSA.

Activity 3.2 To prepare a set of indicators tailored to Cyprus on the basis of the description and assessment of the level of sustainability, taking into consideration the set of indicators elaborated by other existing projects in Cyprus.

Activity 3.3 To organize a Workshop for presenting and discussing the results and contribute to the raising of awareness of the scope, importance and operation of SPSA.

Activity 3.4 To prepare a comprehensive integrated final documents, by presenting a vital analysis and providing key indicators, goals to be attained in terms of sustainability and public awareness.

*Time allocated for the Activity: 6 months*

### **Outputs**

- Elaboration of the principles and practice of SPSA in coastal management and planning challenges ;
- Guided lines for the development of a set of sustainability indicators for the coastal area;
- Calculations and projections into the future of the indicators;
- Choice of objectives to be attained for key indicators; monitoring programme for key indicators and their relationships to each other in systemic appraisal;
- Workshop for presenting and discussing the results and contribute to the raising of awareness of the scope, importance and operation of SPSA;
- National and local awareness of the use and scope of sustainability indicators in the formulation and implementation of coastal management
- Final Activity Report.

### ***(iii) Introduction of Biodiversity Concerns in ICAM***

#### **Background**

The protection of areas of biodiversity has been practiced in Cyprus in various degrees and form for a long time under different legal contexts within the framework of responsibilities of different Ministries and Departments. The fragmentation of protection policies reflects the division of administrative responsibilities among key Departments on the basis of type of area and the nature resource involved. Marine and coastal resources are protected under the Fisheries Laws by the Department of Fisheries and Marine Research, Forests are protected under the Forestry Law by the Department of Forestry, areas of natural beauty (outside forest areas) are protected against building development under the Town and Country Planning Law (and previously under the Streets and Buildings Regulation Law) by the Department of Town Planning and Housing, while archeological sites under the Antiquities Law by the Department of Antiquities. The existing biodiversity protection framework contains various degrees of protection corresponding to the specific research concerns and policy focus of each Department. Recently, with the adoption of the various EU Directives on Nature, Birds Habitats, Wetlands and others, and more particularly under the Nature 2000 initiative, a fresh impetus was given to the protection of biodiversity with increased emphasis on the management of such areas. However, active management of protected areas in combination with local and national spatial and socio-economic development policies is still without a common strategy across the mesh of legal and administrative structure.

#### **Objective One: To introduce biodiversity concerns in ICAM strategies**

Activity 4.1 To build upon the existing information stock on biodiversity areas available in the current work of the responsible authorities, with particular reference to the coastal area.;

Activity 4.2 To identify the most important threats to coastal and marine biodiversity, to review protection needs and propose management priorities and actions

Activity 4.3 To focus on the socio-economic preconditions and consequences of actions for the improvement of biodiversity quality in the coastal area

#### **Objective Two: To propose appropriate strategies for incorporating biodiversity analysis in the national coastal management framework**

Activity 4.4 To propose guidelines for the incorporation of biodiversity concerns in the methodology and tools of Integrated Coastal Area management in Cyprus.

Activity 4.5 To organize a Workshop for presenting and discussing the proposed strategy and actions and contribute to the raising of awareness of the scope, importance and operational aspects of biodiversity protection.

*Time allocated for the Activity: 6 months*

#### **Outputs**

- Elaboration of the principles and practice of biodiversity concerns in Integrated Coastal Area Management and wider planning challenges

- Guidelines on the implementation of biodiversity management methodology;
- Proposals for the incorporation of biodiversity guidelines in the national policy framework;
- SPA/RAC Consultant report on the conclusions of the Workshops and on the opportunities and constraints for applying the proposed guidelines within the national policy framework
- National and local awareness of sustainability in coastal management and exchange of national and international experience and practice;
- Final Activity Report

#### ***(iv) Remote sensing for coastal diagnostic analysis***

##### **Background**

Any spatial-related decision making within the CAMP project should be based on reliable data and information. A lot of data on the CAMP area already exist, on national and local level. However, some spatial information may prove to be insufficient, especially at the local level, mostly because of the limited resources of local authorities. Thus, some data have to be produced by CAMP project team themselves. An additional difficulty may lie in the absence of any recent aerial coverage of the target local areas.

##### **Objective: To apply Remote Sensing methods and data to improve the diagnosis of coastal resource use conflicts to support ICAM management strategies**

Activity 5.1 To review the nature, coverage, quality and use of the existing diagnostic data with reference to ICAM and the CAMP activities.

Activity 5.2 To improve, where necessary, the available data to allow for the extraction of a consisting number of indicators (land use change, urban development growth, etc.) for use in coastal management actions

Activity 5.3 To compare the newly obtained data to already existing data in order to gain insight into coastal dynamic and spatial processes occurring over time for their continuous improvement and effective use

Activity 5.4 Preparation of an activity Report and presentation of its main proposals.

*Time allocated for the Activity: 6 months*

##### **Outputs**

- Data management facilities;
- Georeferenced and orthorectified satellite images;
- Updated spatial database of the CAMP area / specific target CAMP areas;
- Conclusions on specific coastal dynamics processes as an input into overall diagnostic analysis;
- CAMP Cyprus database
- Consultant's report on the Activity.

### **III. Tools for Integrated Coastal Area Management**

#### ***(i) Carrying Capacity Assessment***

##### **Background**

Carrying Capacity Assessment (CCA) has become one of the main techniques of tourism and recreational planning and management. Its distinctive characteristic is the application of composite criteria for assessing the capacity of the multiple resources to support incremental loads of development and human activity. In this sense, CCA is a powerful decision making and management tool guiding sound planning strategies. It is also a very useful tool for dialogue and communication at national and local level on the amount, type and location of development.

##### **Objective One: To introduce and elaborate the scope and use of the tool of CCA to the coastal area management practice in Cyprus**

Activity 6.1 To draw upon the outputs of the ICAM methodology Activities.

Activity 6.2 To develop the CCA methodology and demonstrate the criteria used for and the implications of reconciling capacity limits with development pressures to achieve development objectives consistent with resource conservation.

Activity 6.3 To highlight qualitative and quantitative carrying capacity indicators for identifying development thresholds that should be used to guide and justify planning policies and local actions relative to resource limitations

Activity 6.4 To highlight the consequences of overburdening coastal carrying capacity for the quality of the natural, cultural and other resources that attract and support tourism activity.

##### **Objective Two: To apply CCA to the Pilot Case Study at the Selected Location(s) and propose how it could be incorporated in the national policy framework**

Activity 6.5 To determine the upper desirable limit of development relative to defined planning objectives for sustainable development.

Activity 6.6 To propose how CCA may be incorporated in tourism and land use planning by putting forward a set of guidelines and instructions for assessing alternative development options relative to carrying capacity criteria.

Activity 6.7 To demonstrate the scope of CCA as a management tool for public-private sector cooperation in respecting carrying capacity limits as a common concern.

Activity 6.8 To organize a Workshop to present and discuss the application of CCA and improve the overall understanding of the interactions of physical, ecological, socio-demographic, economic and political parameters in the use of scarce resources.

Activity 6.9 To prepare an Activity Report with the main results and proposals.

*Time allocated for the Activity: 9 months*

## Outputs

- Transfer of Experience: Elaboration of the principles of Carrying Capacity Assessment (CCA) based on regional and international knowledge and experience, particularly the experience accumulated by MAP's CAMP Programme and the work carried out by MCSD;
- Development and application of CCA methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development Cyprus based CCA guidelines as a tool for the effective establishment and use of integrated coastal resource management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to coastal resource management and planning decisions in light of CCA;
- Pilot Application Case Study on CCA: Case Study results on the use of CCA showing the scope and limitations of CCA in Cyprus;
- Strategy for application of CCA in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of CCA within the Cyprus institutional context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating CCA methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of CCA in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing CCA methodology guidelines, the Case Study results and the strategy for the incorporation of ICAM in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

## ***(ii) Strategic Environmental Assessment***

### **Background**

Strategic Environmental Assessment (SEA) is now a widely used tool for applying environmental appraisal to the preparation and analysis of plans and programmes. Its distinctive characteristic is the application of environmental assessment at the first strategic stage of policy-making prior to the development of individual projects, that is at the stage of the preparation of plans and programmes that furnish the context for subsequent project-based EIA. In this sense, SEA is designed to broaden and deepen the scope of environmental assessment to include within its perspective the strategic choices and decisions associated with the early stage in the planning process that generate plans and programmes.

### **Objective One: To introduce and elaborate the scope and use of the tool of SEA to the coastal area management practice in Cyprus**

Activity 7.1 To draw upon the outputs of the ICAM methodology Activities and the relevant EU Directive.

Activity 7.2 To develop the methodology for the tool and demonstrate the criteria used for and the implications of assessing the cumulative effects of plans, budgets and policies.

Activity 7.3 To highlight qualitative and quantitative indicators for identifying cross-sectoral impacts and long term environmental effects to guide and justify planning policies and local actions consistent with SEA criteria.

Activity 7.4 To highlight the consequences of cumulative effects for the quality of the natural, cultural and other resources that are vital in sustainable coastal development.

### **Objective Two: To apply SEA to the Pilot Case Study at the Selected Plan/Programme/Policy-level and propose how it could be incorporated in the national policy framework**

Activity 7.5 To determine the uses and limitations of the SEA relative to defined planning objectives for sustainable development.

Activity 7.6 To propose how SEA is best incorporated in tourism and land use planning policy framework by putting forward a set of guidelines and instructions for assessing alternative development options relative to strategic environmental criteria.

Activity 7.7 To demonstrate the scope of SEA as a management tool for public-private sector cooperation in promoting sustainable coastal resource management.

Activity 7.8 To organize a Workshop to present and discuss the application of SEA and improve the overall understanding of the interactions of physical, ecological, socio-demographic, economic and political parameters in the use of scarce resources.

Activity 7.9 To prepare an Activity Report with the main proposals and conclusions

*Time allocated for the Activity: 9 months*

## Outputs

- Transfer of Experience: Elaboration of the principles of Strategic Environmental Assessment (SEA) based on regional and international knowledge and experience, particularly the experience accumulated by the EU, MAP's CAMP Programme and the work carried out by MCS D;
- Development and application of SEA methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development Cyprus based SEA guidelines as a tool for the effective establishment and use of integrated coastal resource management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to coastal resource management and planning decisions in light of SEA;
- Pilot Application Case Study on CCA: Case Study results on the use of SEA showing the scope and limitations of SEA in Cyprus;
- Strategy for application of SEA in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of SEA within the existing Cyprus institutional and legal context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating SEA methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of SEA in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing SEA methodology guidelines, the Case Study results and the strategy for integrating SEA in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

### ***(iii) Environmental Economics - Resource Valuation and Economic/Fiscal Instruments***

#### **Background**

Environmental Economics (EE) is a major tool for achieving integration in coastal area management by focusing on the interactions between the coastal environment and the coastal economy. Integration is crucial not only in the assessment of coastal physical resources and the pressures on them, but particularly integration across policies to address environment / economic pressures and impacts. Policy integration requires taking into account the quality of the coastal environment, the value of that quality in diverse socio-economic activities that draw upon and depend for their productivity on the coastal environment and the benefits of protecting coastal resources. In many countries, including Cyprus, the interaction of the coastal resources with the coastal economy is controversial and subject to conflicts over development choices that reflect different benefits and different beneficiaries. Short term financial benefits are favoured over longer term sustainable benefits. EE seeks to inform the need for considering the total range of resource values and their benefits allowing development choices to focus as much on the 'productive uses' of resources as on protection and the sustainable use of resources. Thus without adequate valuation of resources and consideration of long term benefits development decisions will continue to underestimate protection and give rise to planning conflicts, environmental impacts and resource degradation.

Two main tools are important for integrating policies that harmonise market forces with resource management objectives:

- (A) Resource Valuation (RV) that qualifies and quantifies the social and economic value of *environmental quality* for the economic activities that depend on it, and
- (B) Economic Instruments (EI) that create market-based incentives and sources of revenue for financing coastal area management initiatives.

These tools contribute to integrated coastal management in several ways including:

- Economic information. They provide economic information on the social value of resources in conservation relative to their development value, thus improving policy making by taking into account the gains and losses (costs and benefits) of alternative decisions. Without such information it is difficult to know if we are over-protecting or under-protecting the environment.
- Public awareness. They increase public awareness of the economic losses of existing development practices and build up public support for the implementation of coastal management measures designed to save resources that are economically valuable beyond their intrinsic ecological value.
- Socio-economic justification. They demonstrate national and local level social and economic benefits accruing from coastal area management justifying increased investment in coastal protection and management.
- Revenue-raising. They identify opportunities for applying market-based instruments for creating revenue sources for financing coastal protection and management initiatives.

**Objective One: To introduce and elaborate the tools of Environmental Economics RE/EI) to coastal area management practice in Cyprus**

Activity 8.1 To draw upon the outputs of the ICAM methodology Activities.

Activity 8.2 To develop the methodology for the tools and demonstrate the criteria used for and the implications of assessing the economic value (use and non-use) of environmental resources and the applicability of Economic Instruments.

Activity 8.3 To review the existing use of economic information and the existing use of Economic Instruments in Cyprus

Activity 8.4 To highlight qualitative and quantitative indicators of Resource Valuation for assessing costs and benefits in the use and conservation of coastal resources at the local level and the scope for applying Economic Instruments to correct externalities and /or raise revenue.

Activity 8.5 To highlight the opportunities for using Environmental Economics in environmental management including methods for capturing the significance of market and non-market values of landscape quality, biodiversity, cultural assets, etc. in coastal management actions.

**Objective Two: To apply EE to the Pilot Case Study at the Selected Location(s) and propose how it could be incorporated in the national policy framework**

Activity 8.6 To determine the uses and limitations of the EE in defining planning objectives and justifying actions for sustainable development.

Activity 8.7 To propose how EE can best be incorporated in the planning policy framework by putting forward a set of guidelines and instructions for assessing alternative development options relative to environmental economics criteria.

Activity 8.7 To demonstrate the scope of EE as a management tool for public-private sector cooperation in promoting sustainable coastal resource management.

Activity 8.8 To organize a Workshop to present and discuss the application of EE and improve the overall understanding of the interactions of physical, ecological, socio-demographic, economic and political parameters in the use of scarce resources.

*Time allocated for the Activity: 9 months*

**Outputs**

- Transfer of Experience: Elaboration of the principles of Environmental Economics (EE) based on national, regional and international knowledge and experience, particularly the experience accumulated by the EU, MAP's CAMP Programme and the work carried out by MCS D;
- Development and application of EE methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development Cyprus based EE guidelines as a tool for the effective establishment and use of integrated coastal resource management in Cyprus;

- Policy-level integration: Strengthening the linkages of policies and their responses to coastal resource management and planning decisions in light of EE;
- Pilot Application Case Study on EE: Case Study results on the use of EE showing the scope and limitations of EE in Cyprus;
- Strategy for application of EE in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of EE within the existing Cyprus institutional and legal context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating EE methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of EE in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing EE methodology guidelines, the Case Study results and the strategy for integrating EE in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

#### ***(IV) Local Pilot Applications of Tools of Coastal Area Management***

The Activities will include **pilot applications** of the above-mentioned tools (CCA, SEA and EE-RVEI) in selected coastal areas. It is considered advisable that the Pilot Applications of all three tools (CCA, SEA and EE) are carried out in the same 1-2 areas for purposes of saving time and resources as well as to make use of shared common data for the same areas and take advantage of opportunities for work cooperation and integration of results.

The purpose of the pilot applications is to explore and demonstrate the potential use of coastal management tools at the local level and, particularly to demonstrate

- how such tools could be applied to strengthen policy responses to current and future development and conservation problems on a wider scale, and
- the practical, data and policy issues involved in the application of these tools and draw useful lessons for their incorporation in the planning process.

The Pilot Application Case Studies will be presented in Workshops.

**Pilot application areas.** The selected two pilot application coastal areas should be chosen on the basis of the following criteria:

1. The presence of multi-sectoral coastal policy issues (tourism, environmental sensitive areas, housing development, water resources, infrastructure development, waste management, etc.).
2. The presence of areas of ecological importance and existing or potential development / conservation policy conflicts.
3. The presence of interacting urban and rural land uses and multi-level administrative responsibilities (Ministries, Municipalities and Village Authorities).
4. Willingness to cooperate.
5. Applicability of the results to other areas.

Several areas in Cyprus present, to a greater or lesser extent, most of the above characteristics. Based on consultations with national experts, the following areas have been initially identified and considered for this purpose:

##### Areas initially identified and considered

**1. The southern peri-urban coastal area of Larnaca town.** This area includes several competing land uses and major infrastructure installations of regional and national importance. The area is located south of Larnaca town, extending from the Salt Lakes to Mazotos, including the area of Larnaca International Airport, the adjacent tourism development settlements of Kiti and Meneou and a newly established water desalination and sewage treatment plants. The area presents multiple coastal planning and management problems due to the existence of several conflicting land uses in close proximity (urban, rural and tourist), a mixture of development problems and a mesh of sectoral policies developed and enforced by various authorities at different levels of administration (national, municipal and local).

**2. Polis Chrysochou Bay.** This is an area of considerable ecological importance yet subject to rapid tourism and urban-type settlement growth. Parts of the area are included in the sites identified under the Natura 2000 EU-Life Project. The area extends from the Asprokremmos area to Limni, including Polis Municipality itself. It is adjacent to the Akamas Peninsula which contains communities and sites of ecological value. The bay area itself includes an expanding urbanized coastal settlement stretching along the coastal strip in which agricultural development, sensitive habitat sites and summer houses also exists. There is growing pressure on water resources, infrastructure and community services.

**3. The northern peri-urban coastal area of Paphos.** This is a case of an area where development pressures have merged prior to infrastructure planning and provision. Administratively, the area falls into Paphos Municipality (to the south) and in two village authorities to the north (Kissonerga and Khlorka villages). The area is located north of Paphos town, extending from the edge of the urban area (Tafoi ton Vassileon) to the edge of Peyia, including the coastal areas of Kissonerga and Khlorka villages. The area is subject to growing urban sprawl pressure triggered by both housing and tourism development. The road network is burdened with increased regional traffic without adequate provision of local access roads, pavements, pedestrian footpaths and wastewater infrastructure.

Additional areas proposed for consideration by national experts

**4. Moni-Vassiliko-Zygi Area.** This is a case of a rural coastal area with limited population but with industrial plants and interacting land-and-sea uses (cement plant and a disused chemical plant and expected energy generating facilities). The area has an interesting coastal morphology and encounters coastal erosion problems and interventions. It includes the villages of Mari and Zygi with a population not exceeding 500 people but with a small but increasing number of second holiday houses and restaurants.

**5. The Peyia coastal Area.** This is a case of a coastal area with rapid holiday housing development mainly for expatriates. Its development faces land use planning and infrastructure challenges and borders on the southern edge of ecologically sensitive marine and terrestrial sites (Toxeftra).

Following closer study of the scope of these areas as Pilot Application Case Study Areas, and consultations with the relevant national and local authorities, two are proposed for final selection:

- **The southern peri-urban coastal area of Larnaca town, including the coastal areas of Dromolaxia, Meneou, Kiti and Pevolia (Area 1)**
- **Moni-Vassiliko-Zygi Area (Area 4)**

The merits of these locations from the point of view of the objectives of CAMP Cyprus which justify their selection are sited above

## **IV. Public Participation and Awareness**

### **Background**

This Activity will be an integral part of the CAMP Cyprus Project incorporated in all the other Activities. The implementation of methodological Activities (ICAM methodology and Sustainability Analysis / Indicators) and the ICAM tools Activities, will include workshops (national and district level) in which national experts and decision makers, and municipal level experts and stakeholders will be invited to participate. Also, the Pilot Case Studies for the application of ICAM tools (SEA, CCA and EE) will involve the collaboration of professionals as well as representatives of the Municipal authorities. Furthermore, internet-intranet facilities for info management and exchange will be set up in order to promote public participation and awareness and partnerships for sustainable development.

To ensure that *CAMP Cyprus* will make a major contribution to the increase of awareness of the principles and techniques of coastal area management at the local level, and to the strengthening of information and capacities for participation, Local Authorities will be represented in the Steering Committee, through the Union of Municipalities and the Union of Rural Communities, and participate in the District-level workshops. In particular, the Municipalities and Rural Communities, where Pilot Application Case Studies will be carried out (Larnaca District – Larnaca Municipality and the communities of Dromolaxia, Pervolia, Kiti, Meneou and Zygi/Vassiliko), will act as partners to *CAMP Cyprus* offering their local expertise, experience and information for the implementation of the Pilot Application Case Studies. In light of this, the Municipalities and Rural Communities involved will make available to the project relevant information and members of their technical staff to act as experts in the teams contributing to the carrying out the Pilot Application Case Studies. The precise locations of the Pilot Application Case Studies will be discussed and defined in the Inception Workshop.

### **Objectives**

A major constraint in the effective implementation of coastal management in Cyprus is the insufficient collaboration between local authorities and national experts in the development of common policy objectives and agreed visions on resource conservation and development priorities. Often, national policies are locally resisted due to a divergence of priorities and incompatible perspectives on development opportunities. Local participation in policy making is limited to formal exchanges without establishing a basis for constructive dialogue for building capacities for collaboration. Local communities claim that resource conservation policies compromise local development interests while national planning policies with long term objectives are opposed by local authorities. Awareness of the interplay of development and conservation objectives and the value of coastal resources for development and ecological sustainability is limited.

The activities of *CAMP Cyprus* will address the need for raising awareness by exposing national and local experts and interest groups to the methodology and tools of ICAM. It will initiate a communication process with Workshops, short publications and actual involvement of local communities in the CAMP Activities.

## Activities

### Workshops

- Inception Workshop
- Final Presentation Workshop
- 3 Workshops on CAMP Individual Activities, one in each District (Nicosia, Limassol and Larnaca).

### Information material

- An information leaflet will be prepared on the scope of MAP CAMP Programme and on CAMP Cyprus

### Local communications with Special Interest Groups

- Local (preparatory) meetings will be organized with special interest groups (fishermen, local landowners, local representatives, tourism operators and businessmen, etc.)

Events	Location		
	Nicosia	Limassol	Larnaca
Steering Committee Meetings	4-5	-	-
Inception Workshop	1	-	-
CAMP Activities Workshops	1	1	1
Local Meetings	several	several	several
Final Presentation Workshop	1	-	-

## Outputs

- Training on the scope, use and problems in public participation;
- Guidelines for the implementation of public participation process;
- Consultant report on the conclusions of the Workshops and possibilities for incorporation of public participation in the national policy framework;
- Increased awareness of coastal management problems;
- Increased awareness of methodologies and tools of coastal area management;
- Increased capacity for constructive participation in policy dialogues, definition of priorities, appreciation of opportunities and constraints;
- Increased harmonisation of local / national policy and measures;
- Use of the PAP/RAC website
- Publication of leaflets, etc.

## 6.0 Project Management, Project Coordination and Resources

### 6.1 Project Management and Coordination

Overall project management will be carried out in close cooperation between the Government of Cyprus and MAP-PAP/RAC. On the Cyprus side, responsibility for project management will be exercised by the Director of the Environment Service acting as National Project Director and focal person for MAP and PAP/RAC. An Officer of the Environment Service is nominated as National Project Coordinator to assist the National Project Director. On the MAP-PAP/RAC side, the PAP/RAC Director will be responsible for the Project. In addition, MAP-PAP/RAC has appointed and contracted a Project Task Manager to represent PAP/RAC, coordinate Project implementation activities and act in close collaboration with the National Project Co-ordinator, the PAP/RAC Director and the National Project Coordinator. MAP-RACs will provide consultant support for the implementation of respective individual project activities.

#### Project Management Structure

<b><u>Project Management</u></b>			
<b>MAP – PAP/RAC</b>		<b>Cyprus counterpart</b>	
PAP/RAC Director		National Project Director	
Service		Director of Environment	
<b><u>Steering Committee</u></b>			
Chairman – National Project Director			
Members / Partners			
Dept. of Town Planning & Housing Planning Bureau	Ministry of Interior	Dept. of Agriculture	
Cyprus Tourism Organization	Geological Survey Dept.	Union of Municipalities	
Dept of Fisheries and Marine Research	Union of Rural Communities	Cyprus Scientific Technical Chamber	
Water Development Dept.			
Natural Resource Information and Remote Sensing Centre - Forestry Dept.			
Lands and Surveys Dept.		Fed. Environmental/Ecological Organizations	
Coastal Unit - Ministry of Communication and Works		Ministry of Commerce and Industry	
<b><u>Project Support Team</u></b>			
<b>MAP – PAP/RAC</b>		<b>Cyprus counterpart</b>	
MAP-PAP/RAC Project Task Manager		National Project Coordinator	
<b><u>Project Activities</u></b>			
<b>I. Co-ordination and Integration of Project Activities</b>	<b>II. Methodology of Integrated Coastal Area Management</b>	<b>III. Tools of Integrated Coastal Area Management</b>	<b>IV. Public participation and Awareness</b>

### **6.1.1 National Project Director**

Overall project management and project implementation will be the responsibility of the National Project Director. This will mainly include:

- Work closely with MAP-PAP/RAC concerning the implementation of the Agreement;
- Chair the Steering Committee;
- Represent and consult with the Ministry of Agriculture, Natural Resources and Environment and maintain close contact with the other partner Ministries /Departments/Organisations on the Steering Committee;
- Provide professional advice to the work of the MAP-PAP/RAC Consultants and review their work outputs;
- Control of the Project Budget.

### **6.1.2 Steering Committee**

Responsibility for the coordination of Project Activities implementation will be exercised by the Steering Committee composed of representatives of the main partner Departments and Organizations (or “focal persons”). The composition of the Steering Committee is intended to bring together the relevant stakeholders and provide for their active participation in the *CAMP Cyprus* Project. It will also bring together high-level coastal development expertise and skills corresponding to the various policy areas. Thus, the role of the Steering Committee will mainly include:

- Advising the National Project Director on all aspects of the Project;
- Reviewing and evaluating work progress and project outputs;
- Facilitating the uninterrupted implementation of Project Activities;
- Providing technical information, experience and knowledge relevant to the project;
- Providing links with the respective Ministries/Departments/Organizations and ensuring closer contact of the Project with their activities and concerns.

### **6.1.3. MAP-PAP/RAC Project Task Manager**

The Task Manager is recruited by MAP-PAP/RAC and will act on behalf of MAP-PAP/RAC. He will participate in the formulation and implementation of the Project, in co-operation with the National Project Director, PAP/RAC Director and National Project Co-ordinator and the ES towards the harmonisation of the actions implemented by the national institutions involved in the Project. The Task Manager’s engagement will cover the whole duration of the Project. In addition to coordination duties, the Task Manager will carry out other tasks such as preparation of the draft and final versions of the *Inception Report*, assist in the preparation of Technical Specifications, organisation and implementation of the *Inception Workshop*, in the preparation of the Final Integrated Report and provide guidance to the international consultants, national specialists, Team Leaders and national experts working on the specific Project activities.

The Task Manager will provide professional assistance, support and guidance to the MAP Consultants and the National Specialists, and will be responsible, *inter alia*, for receiving their Interim and Final Activity Reports for follow up action, such as sharing them with the National Project Director and PAP/RAC, and particularly for their further use towards the preparation of the Draft Final Integrated Report.

#### **6.1.4 National Project Coordinator**

The National Project Co-ordinator will assist the National Project Director, act as the liaison with the participating departments / organizations and cooperate closely with the MAP-PAP/RAC Task Manager. He/she will provide logistical support to the Project, assist in the organisation of and participate actively in the Inception Workshop and other meetings of the Project.

## **6.2 Project Partners**

### **6.2.1 Project Partners – CAMP Cyprus Project Level**

#### **Summary of national institutions and MAP–RACs responsible for project level implementation**

<b>Activity</b>	<b>National Institutions</b>	<b>MAP</b>
Overall Project Coordination	Environment Service Ministry of Agriculture, Natural Resources & Environment	MEDU
Coordination and Integration	Steering Committee Task Manager National Project Coordinator	PAP/RAC

#### **Steering Committee Members**

Mr Nicos Georgiades, Chairman	Environment Service (MANRE)
Mr Andreas Ashiotis	Ministry of Interior
Mr George Georgiou, Ms Irimi Demetriou-Piki	Planning Bureau
Mr Ermis Klokkaris	Dept. of Town Planning & Housing
Ms Athena Metaxa	Cyprus Tourism Organization
Ms Myroulla Hadjichristoforou	Dept of Fisheries and Marine Research
Mr Spyros Stephanou	Water Development Dept
Mr Alecos Chistodoulou, Mr Takis Tsintidies	Forestry Dept
Mr Nicos Shamarias	Natural Resource Information and Remote Sensing Centre
Ms Crystalla Costa	Dept of Agriculture
Mr Christodoulos Hadjigeorgiou, Mr Stelios Nicolaidis	Geological Survey Dept
Mr Stelios Zervos	Coastal Unit - Ministry of Communication and Works
Mr Kypros Pittakas	Dept of Lands and Surveys
Ms Sotiria Kokkinou	Union of Municipalities
Mr Panayiotis Damianos	Union of Rural Communities
	Ministry of Commerce and Industry
Mr Michalis Loizides	Cyprus Scientific Technical Chamber
	Fed. Environmental/Ecological Organizations
Mr Glafkos Constantinides Miss Joanna Constantinides	MAP-PAP/RAC Task Manager National Project Coordinator

## **6.2.2 Project Partners – CAMP Cyprus Individual Activities Level**

### **Proposed National Lead Institutions and MAP-RACs responsible for the implementation of individual activities**

	<b>Lead institution</b>	<b>Lead RAC</b>
ICAM Methodology	Environment Service and Department of Town Planning and Housing	PAP/RAC
Systemic and Prospective Sustainability Analysis	Statistical Service	BP/RAC
Biodiversity Concerns in ICAM	Department of Fisheries & Marine Research and Department of Forestry	SPA/RAC
Remote Sensing Diagnostic Analysis	Natural Resource Information & Remote Sensing Centre	ERS/RAC
Carrying Capacity Assessment	Dept of Town Planning & Housing & Cyprus Tourism Organization	PAP/RAC
Strategic Environmental Assessment	Environment Service	PAP/RAC
Environmental Economics (Resource Valuation /Economic Instruments)	Economic Planning Bureau	PAP/RAC
Public Participation	Environment Service	PAP/RAC

## **6.3 Project Resources – Project Manpower (Work Teams)**

Project manpower comprises four groups of experts as follows:

- (i) International Consultants** commissioned by MAP-PAP/RAC and the relevant participating RACs;
- (ii) Nationally commissioned Specialists** (recruited by the Cyprus Government through the Environment Service);
- (iii) National Activity Team Leaders** drawn from the participating Departments / Organisations;
- (iv) National Experts / Activity Team Members**

The main responsibilities of the Project consultant / experts include the following:

### **(i) MAP PAP/RAC and RAC International Consultants**

The MAP/RACs Consultants will provide international experience in the respective field of work pertaining to the particular Project activities. They will be the core team of the Project and will produce substantive work in connection with the implementation of the Project, specifically Cyprus based Guidelines for the respective Activities, Case Study application of the Guidelines and concrete strategies / proposals for the incorporation of the methodologies and tools into the Cyprus policy framework contained in Interim and Final Activity Documents. The relevant MAP/RACs, will contract and pay for the services of the Consultants according to MAP/RAC procedures. In consultation with the Project

Director and in cooperation of the Task Manager and the National Project Coordinator, their responsibilities will be to:

- Provide specialised inputs to the Project based on their regional knowledge and experience relating to their particular area of expertise;
- Develop the methodology, principles, guidelines and applications of their respective expertise, taking into account the prevailing policies in Cyprus;
- Ensure interchange of international and Cyprus experience;
- Present their work to the Workshops and act as 'resource person' in the discussions pertaining to the specific Activity;
- Design and apply the methodology to the relevant Pilot Application Case Studies and present the results at the Workshops;
- Prepare and submit the core Interim and Final Activity Documents with policy conclusions and recommendations relating to their work assignment, focusing specifically on proposals for the incorporation of the methodology and tools pertaining to their expertise into the national policy framework;
- Collaborate with the nationally commissioned Specialist(s) and the relevant Activity Team Leader, and account to the MAP-PAP/RAC Task Manager and the National Project Director.

#### **(ii) Nationally commissioned Activity Specialists**

The Environment Service, according to Cyprus Government procedures, will contact and pay for the services of suitably qualified Specialists to provide professional inputs / experience in particular fields including, but not limited to, Biodiversity and Landscape, GIS Mapping, Environment, Tourism and Land Use, Planning, Architecture and Cultural Heritage, Environmental Economics and Communication.

Under the direction of the Project Director and in cooperation of the Task Manager and the Project Coordinator, they will:

- Cooperate with and support the relevant (counterpart) MAP International Consultant and Activity Team Leader and provide active support in the implementation of the respective Activity / Activities;
- Provide specialised inputs pertaining to national level information, current policies and the legal context to the MAP Consultant and the Project based on their national and local knowledge and experience relating to their particular area of expertise;
- Collect, codify and store relevant information from national sources (data, documents, maps, etc.);
- Act as 'resource person' in and provide substantive inputs to the Workshop(s) pertaining to the specific Activity;
- Provide national based inputs across the CAMP Activities, as and when needed;
- Offer guidance to the MAP/RAC Consultant(s) ensuring that his/her work is carried out within the scope and specificities of the national policy framework;
- Ensure interchange of international and Cyprus experience;
- Assist in and contribute to the implementation of the Pilot Application Case Studies;
- Prepare and submit document(s) with policy conclusions and recommendations relating to their work assignment according to their TOR.

### **(iii) National Activity Team Leaders**

The National Activity Team Leaders are senior officers with sound knowledge, intimate contact and deep understanding of the current policy issues and problems in the field of coastal planning and management from the point of view of the institution(s) to which they are attached. They are proposed and nominated by the respective participating national institution (Ministry, Department, Organization) as part of the "in kind" contribution of Cyprus. Their main role is to ensure that national experience becomes an integral part of the Project, that the relevant Activities address the needs and concerns of the respective institutions and, furthermore, that the results will be readily available to be incorporated in the national policy framework. They will provide their knowledge and experience as 'focal persons' for the Project on behalf of their Ministry / Department / Organization.

In consultation with the Project Director and in cooperation of the Task Manager and the National Project Coordinator, they will:

- Collaborate with International Consultants to develop the work programme for the respective Activity based on their expert professional knowledge and policy experience within their institution;
- Guide and advise the International Consultant(s) and National Specialist(s) in defining the main focus of the work under the Activities, including the implementation of the Pilot Application Case Studies;
- Offer his/her professional guidance to the respective Activity and make available their expertise and advice on the national policy and institutional context corresponding to their field;
- Identify and help make available (with the assistance of the respective National Specialist) the data requirements, provide access to essential background and current information on the subject matter of their institution necessary for the implementation of the relevant Activity and the task of the MAP/RAC Consultant(s);
- Provide advice and guidance to ensure that the relevant Activities focus on the most important issues facing Cyprus so that the outputs will contribute to the immediate and longer-term needs of the Ministry / Department or Organization concerned;
- Participate actively as 'resource persons' in the Workshops.

### **(iv) Team Members**

Team members, like the National Team Leaders, are proposed by the respective responsible national institutions, (Ministries, Departments, Organizations) participating in the Project as part of the "in kind" contribution of Cyprus. In consultation with the respective Team Leader(s) they will:

- Cooperate with the Team Leader(s) and the Consultants / Specialists
- Participate in the implementation of the Activity;
- Provide expert knowledge and relevant information;
- Provide relevant field experience;
- Participate in the implementation of the Pilot Application Case Study;
- Participate in the Workshops.

<b>Project Manpower Cyprus Government</b>	
National Project Director	Mr Nicos Georgiades, Director of ES
National Project Coordinator	Ms Joanna Constantinides, Officer ES

<b>Project Manpower MAP RACs</b>	
MAP Project Co-ordinator	Mr. Ivica Trumbic, PAP/RAC Mr. Aleksandar Bjelica, PAP/RAC
Project Task Manager	Ms. Glafkos Constantinides, PAP/RAC

<b>Project Work Team (Consultants)</b>	
ICAM Methodology	Dr. Harry Coccossis, PAP/RAC
Systemic and Prospective Sustainability & Indicators	Ms. Elisabeth Coudert, BP/RAC Mr. Simon Bell BP/RAC
Biodiversity concerns in ICAM	SPA/RAC Consultant
Remote Sensing	ERS RAC Consultant
Carrying capacity Assessment	PAP/RAC Consultant
Strategic Environmental Assessment	PAP RAC Consultant
Environmental Economics (Resource Valuation / Economic Instruments)	PAP RAC Consultant
Public Participation	PAP RAC Consultant

<b>Project Work Team (Nationally commissioned Specialists)</b>	
Biodiversity and Landscape Specialist	To be selected and recruited
GIS Mapping Specialist	To be selected and recruited
Environmental Specialist	To be selected and recruited
Tourism and Land Use Planning Specialist	To be selected and recruited
Architect and Cultural Heritage Specialist	To be selected and recruited
Environmental Economics specialist	To be selected and recruited
Public Participation / Communication specialist	To be selected and recruited

#### **Summary of work team responsibilities and outputs**

<b>Work Teams</b>	<b>Responsibilities</b>	<b>Outputs</b>
PAP RAC Task Manager	Coordination	Liaison with PAP RAC, collection and assessment of consultant activity documents, integration of results and preparation of Draft Final Project Document
MAP RACs Consultants	Elaboration and incorporation of respective activity methodologies in the Cyprus national policy framework	Guidelines Document, Case Study Results Document and Final Strategy Document
National Specialists	Provision of national level inputs and work support to the MAP RACs consultants	Supporting reports and documents
Team Leaders	Guidance and advice	Periodic meetings with the MAP RACs consultants and national specialists
Team Members	Guidance and advice	Periodic meetings with the MAP RACs consultants and national specialists

### National Activity Team Leaders

ICAM Methodology	<p>Team Leaders            Mr Ermis Klokkaris, Dept of Town Planning and Housing            Miss Joanna Constantinides, Environment Service</p> <p>National Experts / Team members</p>
Systemic and Prospective Sustainability & Indicators	<p>Team Leaders            Mr Ermis Klokkaris            Miss Nasia Dikigoropoulou, Environment Service            Miss Marilena Kythreotou, Statistical Service</p> <p>National Experts / Team members</p>
Biodiversity Concerns in ICAM	<p>Team Leaders            Ms Myroula Hadjichrystoforou, Dept of Fisheries and Marine Research            Mr Takis Tsintides, Dept of Forestry</p> <p>National Experts / Team members</p>
Remote Sensing	<p>Team Leader            Mr Nicos Shamarias, Natural Resource Information and Remote Sensing Centre</p> <p>National Experts / Team members</p>
Carrying Capacity Assessment	<p>Team Leaders            Ms Athena Metaxa, Cyprus Tourism Organization            Mr Michael Kareklas, Dept of Town Planning &amp; Housing</p> <p>National Experts / Team members</p>
Strategic Environmental Assessment	<p>Team Leader            Ms Cristina Pandazi, Environment Service</p> <p>National Experts / Team members            Mr Michalis Kyriakides, Dept of Town Planning and Housing</p>
Environmental Economics (Resource Valuation & Economic Indicators)	<p>Team Leader            Ms Irini Piki, Economic Planning Bureau</p> <p>National Experts / Team members</p>
Public Participation / Communication	<p>Team Leader            Miss Nasia Dikigoropoulou</p> <p>National Experts / Team members</p>

## **6.4 Project Partners and their Roles**

### **(a) Environment Service**

The Environment Service, in addition to the role of the Director as National Project Director and Focal Point for MAP-PAP/RAC, will provide professional and administrative leadership and assistance to the Project.

### **(b) Partner Ministries / Departments / Organizations**

The Ministries/Departments/Organizations participating in the Project will play a major role in the work of the Steering Committee, offer professional advice, technical information and professional advice. In particular, their active participation in Project Activities is intended to ensure that the results of the project will be directly relevant to their respective areas of competence to enrich capacities for future use of the outputs of the Project. In light of this, the participating Ministries/Departments/Organizations will make available to the Project relevant information and members of their senior staff to act as core experts in the specific Activities envisaged in the Project. They will ensure that all necessary statistical information, base maps, existing reports and other relevant material will be made available to the Project.

### **(c) Local Authorities**

To ensure that *CAMP Cyprus* will make a major contribution to the increase of awareness of the principles and techniques of coastal area management at the local level, and to the strengthening of information and capacities for participation, Local Authorities will be represented in the Steering Committee, through the Union of Municipalities and the Union of Rural Communities, and participate in the District-level workshops. In particular, the Municipalities and Rural Communities, where Pilot Application Case Studies will be carried out, will act as partners to *CAMP Cyprus* offering their local expertise, experience and information for the implementation of the Pilot Application Case Studies. In light of this, the Municipalities and Rural Communities involved will make available to the project relevant information and members of their technical staff to act as experts in the teams contributing to the carrying out the Pilot Application Case Studies. The precise locations of the Pilot Application Case Studies will be discussed and defined in the Inception Workshop.

### **(d) The MAP Component**

The Co-ordinating Unit of MAP (MEDU), as the overall Project Co-ordinator, will exercise guidance and supervision of the implementation of the Project. PAP/RAC, as the MAP Project Implementing Centre, will be responsible for co-ordination, guidance and implementation of the Project by engaging a MAP-PAP/RAC Task Manager and, in co-operation with the National Project Director in his role as National Focal Point. Furthermore, PAP/RAC, assisted by the Task Manager, will co-ordinate the activities with other MAP components involved in the Project and be responsible for the co-ordination of preparation of Final Project documents. In addition, MAP, to the benefit of the Project, will provide inputs drawn from the resources of the specialised Regional Activity Centres (RACs), such as BP/RAC, SPA/RAC and ERS/RAC, and MCSD documents related to individual Project activities. The RACs involved in the Project, (BP/RAC, SPA/RAC, ERS/RAC) will be responsible for the implementation of respective Activities, under the logistical co-ordination of PAP/RAC and in co-operation with the relevant national authorities/institutions directly involved in the respective activities.

The consultancy inputs of the RACs involved and the selection of the consultants will be defined by the Inception Report and agreed by the Aide-Mémoire to the satisfaction of the National Project Director to ensure proper use of resources and transparency.

## 7.0 LINKAGES

The linkages of the Project are related to:

- Policy links,
- Linkages with other implemented or on-going projects,
- Interrelations with and dependency on relevant national policies, planning documents and regulations
- Internal Project links:
  - Project activities implemented prior to the Inception Report, and
  - Internal thematic and structural linkages among individual Project activities.

Policy links. The objectives and contents of the Project are designed to be linked with: (i) general policies, principles and practice of land use policy, environmental policy, tourism, economic policy, forestry, water development, fisheries and marine research, agriculture and cultural heritage conservation at the national and local levels, (ii) the Global Programme of Action for the Protection of the Marine Environment against Land-based Sources of Pollution, (iii) the revised Barcelona Convention, MAP Phase II. document and the MAP Priority Fields of Action for the 1996 - 2005 period, (iv) principles and policies of MAP CAMP, and (v) MAP policies implemented and experience achieved during the hitherto implementation of MAP RACs activities.

Links with other relevant coastal management activities / programmes implemented or on-going. The Project and its individual activities are linked, among others, with:

- The *Coastal Protection Programme* of the Coastal Unit of the Ministry of Communications and Works,
- *Tourism Strategy* of the Cyprus Tourism Organization,
- the *Development Plans* of the Department of Town Planning and Housing,
- the *Economic Development Strategy and Plans* of the Planning Bureau,
- the *Natura 2000* Project implemented by an inter-departmental expert team,
- the activities of the *Natural Resource Information and Remote Sensing Centre*,
- the '*Urbanguard*' EU-Life Project under the supervision of the Dept of Town Planning
- the Assessment of Water Resources Project of the Water Development Department.

Interrelations and links with national planning and regulation. The Project by its environment/development management nature is linked, and up to some limits dependent, on actual national and sectoral development and planning policies, plans and regulations. It should be noted that, taking into account these links, in some cases the proposals and the solutions to be elaborated by the Project might lead to considerations of need for changes or amendments of some actual national or local policies, plans and or regulations.

Internal links within the Project. These links relate to (i) the application of the integration of results at the Project level (preparation of the Final Integrated Project Document, Project Database and GIS, the Follow-up Proposals, and the Urgent Investment Portfolio), and (ii) measures established for harmonisation and co-ordination of Individual Project Activities.

Expected Project results will be directly linked:

- At national level, with: (i) the adoption of Follow-up Proposals by the responsible national and local authorities, and (ii) the formulation of the Follow-up Programme and its gradual implementation;
- At regional level, by: (i) reporting of the Project results, applicable in the region, to MAP and to the Mediterranean Commission on Sustainable Development (MCSD), and (ii) applying the Project results, as appropriate in on-going and future MAP CAMP projects; and
- At wider/higher levels, by disseminating, as appropriate, the Project results: (i) to interested UN agencies and international organisations, (ii) at the EU level, and (iii) through UNEP to other Regional Seas.

## 8.0 TIMETABLE

### The General Project Workplan and Timetable

---

<u>1. Signature of Agreement</u>	June 2005
<u>2. Detailed formulation of Project</u>	July - October 2005
- Inception Report (draft)	November 2005
- Inception Workshop	December 2005
- Meeting prerequisites for implementation	December 2005
- Technical Specifications (TORs)	December 2005
- TOR for consultants	December 2005
- Signature of consultant contracts	January 2006
<u>3. Implementation</u>	Jan 2006 - Sept 2007
3.1 Presentation of Final Activity Documents	December 2007
3.2 Integration of results	
-Final Integrated Project Documents	January 2008
-Presentation	February – March 2008
-Terminal Report	March – April 2008
<u>4. Post Project activities</u>	May 2008 - December 2010
4.1. Follow-up activities (host country)	
4.2. Monitoring, evaluation, reporting (host country)	
4.3. Presentation of Project results at MAP level (MAP - PAP/RAC)	

## 9.0 MONITORING, EVALUATION AND REPORTING

Monitoring, evaluation and reporting of Project implementation will follow the procedure and apply the criteria defined in the Operational Manual: Formulation and Implementation of CAMP Projects (UNEP/MAP 1999), in: chapter 3, section 14; chapter 4, sections 4.1 and 4.2; and chapter 5, sections 3 and 4), as well as those defined by the Project TOR (chapters 6 and 7).

In accordance with the above, and respecting the Project Workplan and Timetable, progress reporting will be implemented as follows:

- Detailed formulation phase:
  - Progress Reports, (at the end of every quarter from Dec 2005 – March 2008)
  
- Final Reporting:
  - Terminal Project Report, and
  - Self Evaluation Facts Sheet (according to the UNEP format).

### **Post Project Phase:**

- Half Yearly Post Project Reports (CAMP National Co-ordinator to PAP/RAC, MAP and the ES of MANRE):
- PAP/RAC report(s) on Post Project achievements and use of results at MAP level; and
- *Ad hoc* reports, if requested by MAP, or would the situation require it.

Progress Reports at Project level will be prepared by the MAP Task Manager, on the basis of the Activity Progress Report, to be presented to MAP and to the ES.

At activity level, the Activity Progress Reports will be prepared quarterly by the MAP Team Leaders. These reports will be presented to the MAP Task Manager and the National Project Director.

All Progress Reports will contain:

- Evaluation of the progress achieved, in particular related to: (i) Workplan and Timetable, (ii) quality of phase/interim outputs, and achievement indicators (Project TOR, chapter 5);
- Problems encountered and measures implemented to solve them: and
- Problems not solved, needing intervention at higher level; proposing measures to be considered.

## **TERMS OF REFERENCE ICAM METHODOLOGY**

### Background

The analysis and conclusions of the Diagnostic Feasibility Report of the CAMP Cyprus have identified the important gaps in the coordination and integration of policies for confronting coastal development and resource conservation issues, particularly those that cut across sectoral responsibilities. Despite the existence of individual policies for all main development sectors (land use, agriculture, tourism, water resources, etc.) and responsible inter-ministerial bodies and inter-departmental committees for policies that affect several sectors, there is a lack of an overall framework in which to coordinate and apply an integrated management strategy for coastal development and conservation in which to resolve resource use conflicts detrimental to the coastal environment. There is no overall approach to the formulation of commonly agreed priorities for resolving coastal development / conservation conflicts, and more importantly, no common perception of how best to strengthen existing policies and coordination mechanisms to achieve better policy integration to serve long-term coastal management objectives.

The most important economic facilities in Cyprus are located in the coastal area and crowd the limited size and ecological resources of the coastal area. In addition to the largest population settlements and the infrastructure systems that serves them, other facilities include the Larnaca and Limassol Ports, the Larnaca and Paphos airports, the Larnaca marina, most of the tourist hotels and holiday-homes, the cement plants, several fishing shelters and the oil refinery in Larnaca. The spatial development pattern in Cyprus is characterised by two dominant trends: sub-urbanisation and coastalisation. The coastal environment is already overburdened and its endangered quality will not only affect its integrity but particularly its capacity to sustain the economic activities that depend on environmental quality. This coastal bias in the spatial distribution of population and economic activity reflects the development pattern prevailing since 1974, but more importantly the limitations of the policy responses to cope with the strong urbanisation and coastalisation trends and harmonize the interdependent needs for economic activity and environmental protection.

### **General Objectives**

- To investigate, elaborate and critically assess the main methodological principles and constituent elements underlying the scope, application and results of the integrated approach to coastal management.
  
- To propose appropriate strategies for incorporating ICAM methodology in the national coastal management framework.

### **Specific Objectives**

#### Methodology development

To present and explain the ICAM methodology and highlight the interactions between spatial, environmental, social, economic and cultural parameters involved in the dynamics of coastal development, and assess the scope of ICAM methodology and the use of its main tools in addressing resource use conflicts and promoting sustainable coastal development.

### Transfer of regional expertise

To compare and contrast the existing regional and international knowledge, practice and experience of ICAM methodology, accumulated by UNEP-MAP and PAP/RAC, with the prevailing approach to coastal planning and environmental protection in Cyprus.

### Strategy development

To assess the existing policy and policy application issues and problems in Cyprus and identify major constraints and opportunities for improvement and / or change.

To identify the need, extent and policy areas in the national policy framework for introducing improvements / changes in order to upgrade its capacity to address coastal management conflicts and achieve sustainable coastal management.

To propose an overall strategy and the actions necessary for implementing the required improvements and / or changes.

### Public participation

To organize a Workshop for presenting and discussing the proposed strategy and actions, contributing to the raising of awareness of the scope, importance and operation of ICAM methodology within the national policy framework.

### Reporting

Preparation of Activity Reports – An Interim Report and a Final Activity Report

Time allocated for the Activity: 6 months

### **Expected Outputs**

- Transfer of Experience: Elaboration of the principles of Integrated Coastal Area Management methodology based on regional and international knowledge and experience, particularly the experience accumulated by MAP's CAMP Programme and the work carried out by MCSD;
- Development and application of ICAM methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development of guidelines for the establishment of an integrated framework of coastal management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to the needs of Integrated Coastal Area Management;
- Strategy for application of ICAM methodology in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of ICAM within the Cyprus institutional context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating ICAM methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of ICAM in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing ICAM methodology guidelines and the strategy for the incorporation of ICAM in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

## **Implementation Work team**

### **Manpower**

For the implementation of the Activity the following Activity team will be in place:

- (i)** An International ICAM Consultant commissioned by MAP-PAP/RAC;
- (ii)** A nationally commissioned Specialists (recruited by the Cyprus Government through the Environment Service);
- (iii)** National Activity Team Leaders drawn from the participating Departments / Organisations;
- (iv)** National Experts / Activity Team Members.

#### The MAP-PAP/RAC Consultant will be responsible for the following:

In collaboration with the national specialist(s), the Activity Team Leader, and under the guidance of the National Project Director and the MAP-PAP/RAC Task Manager will:

- Provide specialised inputs to the Project on the methodology and practice of ICAM based on his/her regional knowledge and experience and country applications of ICAM;
- Develop the methodology, principles and applications of ICAM in light of the prevailing policies and legal framework in Cyprus;
- Ensure and initiate interchange of international and Cyprus experience mainly through cooperation with the national specialist(s);
- Present his/her work at the Workshop(s) and act as 'resource person' in the discussions pertaining to the ICAM methodology Activity;
- Provide ICAM methodology guidelines and advise on their application to the implementation of the Pilot Application Case Studies;
- Prepare and submit report(s) with policy conclusions and recommendations relating to and focusing on the incorporation of the ICAM methodology and tools into the national policy framework.

#### The Nationally commissioned Specialist will be responsible for the following:

Under the direction of the National Project Director and in cooperation of the Task Manager and the National Project Coordinator, will:

- Cooperate with the relevant MAP International Consultant and Activity Team Leader and provide active support in the implementation of the respective Activity;
- Provide specialised inputs required for the implementation of the ICAM methodology Activity concerning the policy and legal / institutional framework in Cyprus involved in coastal development and conservation issues and implementation problems ;
- Collect, codify, provide and store relevant statistical and other information from national sources (data, documents, maps, etc.);
- Act as 'resource person' in and provide substantive inputs to the Workshop(s) pertaining to the specific Activity;
- Provide national based inputs across the CAMP Activities, as and when needed;
- Offer general guidance and support to the MAP/RAC Consultant(s) ensuring that his/her work is carried out within and is incorporated into the national policy framework;
- Ensure interchange of international and Cyprus experience;
- Assist in the implementation of the Pilot Application Case Studies;

- Preparing and submitting report(s) with policy conclusions and recommendations relating to his/her work assignment.

The Team Leader will contribute the following inputs:

The National Activity Team Leaders are senior officers with sound knowledge, intimate contact and deep understanding of the current policy issues and problems in the field of coastal planning and management from the point of view of the institution to which they are attached. They are proposed and nominated by the respective participating national institution (Ministry, Department, Organization) as part of the "in kind" contribution of Cyprus. Their main role is to ensure that national experience becomes an integral part of the Project, that the relevant Activity addresses the needs and concerns of the respective institution and, furthermore, that the results will be readily available to be incorporated in the national policy framework. They will provide their knowledge and experience as 'focal persons' for the Project on behalf of their Ministry / Department / Organization.

In consultation with the Project Director and in cooperation of the Task Manager and the National Project Coordinator, they will:

- Collaborate and advise with MAP-PAP/RAC International Consultant on his/her Activity work programme based on expert professional and experience within his/her institution;
- Guide and advise the International Consultant(s) and National Specialist(s) in defining the main focus of the work under the Activities, including the implementation of the Pilot Application Case Studies;
- Offer his/her professional guidance to the respective Activity and make available their expertise and knowledge of the prevailing national policy and institutional context;
- Identify and help make available (with the assistance of the respective National Specialist) the data requirements, provide access to essential background and current information on the subject matter of their institution necessary for the implementation of the Activity;
- Provide any inputs judged important to ensure that the relevant Activities focus on the most important issues facing Cyprus so that the outputs will contribute to the immediate and longer-term needs of the Ministry / Department or Organization concerned;
- Participate actively as 'resource persons' in the Workshops.

Team members, like the National Team Leaders, are proposed by the respective responsible national institutions, (Ministries, Departments, Organizations) participating in the Project as part of the "in kind" contribution of Cyprus. In consultation with the respective Team Leader(s) they will:

- Cooperate with the Team Leader(s) and the Consultants / Specialists;
- Participate in the implementation of the Activity;
- Provide expert knowledge and relevant information;
- Provide relevant field experience;
- Participate in the implementation of the Pilot Application Case Study;
- Participate in the Workshops.

### Activity Team

MAP-PAP/RAC International Consultant	Dr. Harry Coccossis
National Specialist	To be recruited
Team Leaders	Mr Ermis Klokkaris Miss Joanna Constantinides
National Experts / Team Members	

### Activity time frame

Engagement of Consultants	December 2005
Mission to Cyprus for work programme, data review and presentation of development of the Activity and its subject matter	January 2006
Submission of Draft Report and presentation of conclusions to meeting	March 2006
Submission of Draft Final Report on the application of ICAM methodology to Cyprus including inputs to the Case Studies	April 2006
Final Activity Report	May – June 2006
Workshop(s)	May – June 2006

**TERMS OF REFERENCE**  
*Imagine* methodology  
**(Activity to be implemented by MAP-BP/RAC)**

**Background**

The analysis and conclusions of the Diagnostic Feasibility Report have identified the important gaps in the coordination and integration of policies for confronting coastal development and resource conservation issues, particularly those that cut across sectoral responsibilities. Despite the existence of individual policies for all main development sectors (land use, agriculture, tourism, water resources, etc.) and responsible inter-ministerial bodies and inter-departmental committees for policies that affect several sectors, there is a lack of an overall framework in which to coordinate and apply an integrated management strategy for coastal development and conservation in which to resolve resource use conflicts detrimental to the coastal environment. There is no overall approach to the formulation of commonly agreed priorities for resolving coastal development / conservation conflicts, and more importantly, no common perception of how best to strengthen existing policies and coordination mechanisms to achieve better policy integration to serve long-term coastal management objectives.

The most important economic facilities in Cyprus are located in the coastal area and crowd the limited size and ecological resources of the coastal area. In addition to the largest population settlements and the infrastructure systems that serve them, other facilities include the Larnaca and Limassol Ports, the Larnaca and Paphos airports, the Larnaca marina, most of the tourist hotels and holiday-homes, the cement plants, several fishing shelters and the oil refinery in Larnaca. The spatial development pattern in Cyprus is characterised by two dominant trends: Sub-urbanisation, and coastalisation. The coastal environment is already overburdened and its endangered quality will not only affect its integrity but particularly its capacity to sustain the economic activities that depend on environmental quality. This coastal bias in the spatial distribution of population and economic activity reflects the development pattern prevailing since 1974, but more importantly the limitations of the policy responses to cope with the strong urbanisation and coastalisation trends and harmonize the interdependent needs for economic activity and environmental protection.

*Imagine*—analysis of systemic and prospective sustainability—proposes a set of tools and methods (a methodological corpus) to describe, assess and examine the level of sustainability of an eco-socio system in the past, present and future by means of indicators and a participatory process that considers local actors to be experts at their level. *Imagine* enables any group of actors from varying perspectives but all involved with a given area to enhance their awareness, together, of current changes and the risks involved in present trends and to set measurable progress goals in the medium and long term in economic, social and environmental planning.

**General Objective**

To introduce and apply *Imagine* (SPSA) as a specific tool towards developing Sustainability Indicators (SIs) and future scenarios to assist in achieving sustainable management of coastal and marine areas.

**Specific Objectives**

Methodology development

To present and explain the *Imagine* methodology and draw local stakeholders into the indicator and scenario planning process, and assess the scope of *Imagine* methodology and the use of its main tools in addressing resource use conflicts and promoting sustainable coastal development.

#### Training

To develop Cypriot understanding of the methodology and provide a sound basis for the on-going use of *Imagine* in future sustainable development projects.

#### Strategy development

To apply *Imagine* to allow local stakeholders the capacity to make substantive input to policy application issues and problems in Cyprus and identify major constraints and opportunities for improvement and / or change.

#### Public participation

To make use of public participation in all five of the *Imagine* Workshops contributing to the raising of awareness of the scope, importance and operation of the *Imagine* methodology.

#### Reporting

Preparation of Activity Reports following each of the five workshops and a Final Activity Report.

Time allocated for the Activity: 18 months

#### **Expected Outputs**

- Training on the scope and use of *Imagine* methodology
- Guidelines on the application of *Imagine* methodology
- Consultant report on the conclusions of the Workshops and the possibilities for incorporation of *Imagine* in the national policy framework
- National and local awareness of *Imagine* and exchange of local, national and international experience and practice.

#### **Implementation Work team**

##### **Manpower**

For the implementation of the Activity the following Activity team will be in place:

- (i)** An International *Imagine* Consultant commissioned by MAP-BP/RAC;
- (ii)** A nationally commissioned Specialists (recruited by the Cyprus Government through the Environment Service);
- (iii)** National Activity Team Leader drawn from the participating Departments / Organisations;
- (iv)** National Experts / Activity Team Members and stakeholders

The MAP-BP/RAC Consultant will be responsible for the following:

In collaboration with the national specialist(s), the Activity Team Leader, and under the guidance of the National Project Director and the MAP-BP/RAC Task Manager will:

- Provide specialised inputs to the Project on the methodology and practice of *Imagine* based on his regional knowledge and experience and country applications of *Imagine*;
- Develop the methodology, principles and applications of *Imagine* in light of the prevailing policies and legal framework in Cyprus;
- Ensure and initiate interchange of international and Cyprus experience mainly through cooperation with the national specialist(s);
- Present his work at the Workshops and act as 'resource person' in the discussions pertaining to the *Imagine* methodology Activity;
- Provide *Imagine* methodology guidelines and advise on their application to the implementation of the Pilot Application Case Studies;
- Prepare and submitting reports with policy conclusions and recommendations relating to and focusing on the incorporation of the *Imagine* methodology and tools into the national policy framework;

The Nationally commissioned Specialist will be responsible for the following:

Under the direction of the National Project Director and in cooperation of the Task Manager and the National Project Coordinator, will:

- Cooperate with the relevant International Consultant and Activity Team Leader and provide active support in the implementation of the respective Activity;
- Provide specialised inputs required for the implementation of the *Imagine* methodology Activity concerning the policy and legal / institutional framework in Cyprus involved in coastal development and conservation issues and implementation problems ;
- Collect, codify, provide and store relevant statistical and other information from national sources (data, documents, maps, etc.);
- Act as 'resource person' in and provide substantive inputs to the Workshops pertaining to the specific Activity;
- Provide national based inputs across the CAMP Activities, as and when needed;
- Offer general guidance and support to the MAP-BP/RAC Consultants ensuring that his work is carried out within and is incorporated into the national policy framework: and
- Ensure interchange of international and Cyprus experience;
- Assist in the implementation of the Pilot Application Case Studies;
- Preparing and submitting reports with policy conclusions and recommendations relating to his/her work assignment.

The Team Leader will contribute the following inputs:

The National Activity Team Leaders are senior officers with sound knowledge, intimate contact and deep understanding of the current policy issues and problems in the field of coastal planning and management from the point of view of the institution to which they are attached. They are proposed and nominated by the respective participating national institution (Ministry, Department, Organization) as part of the "in kind" contribution of Cyprus. Their main role is to ensure that national experience becomes an integral part of the Project, that the relevant Activity addresses the needs and concerns of the respective institution and, furthermore, that the results will be readily available to be incorporated in the national policy framework. will, and will provide their knowledge and experience as 'focal persons' for the Project on behalf of their Ministry / Department / Organization.

In consultation with the Project Director and in cooperation of the Task Manager and the National Project Coordinator, they will:

- Collaborate and advise with MAP-BP/RAC International Consultant on his Activity work programme based on expert professional and experience within his institution;
- Guide and advise the International Consultants and National Specialist(s) in defining the main focus of the work under the Activities, including the implementation of the Pilot Application Case Studies;
- Offer his/her professional guidance to the respective Activity and make available their expertise and knowledge of the prevailing national policy and institutional context;
- Identify and help make available (with the assistance of the respective National Specialist) the data requirements, provide access to essential background and current information on the subject matter of their institution necessary for the implementation of the Activity;
- Provide any inputs judged important to ensure that the relevant Activities focus on the most important issues facing Cyprus so that the outputs will contribute to the immediate and longer-term needs of the Ministry / Department or Organization concerned;
- Participate actively as 'resource persons' in the Workshops.

Team members, like the National Team Leaders, are proposed by the respective responsible national institutions, (Ministries, Departments, Organizations) participating in the Project as part of the "in kind" contribution of Cyprus. In consultation with the respective Team Leader(s) they will:

- Cooperate with the Team Leader(s) and the Consultants / Specialists
- Participate in the implementation of the Activity;
- Provide expert knowledge and relevant information;
- Provide relevant field experience;
- Participate in the implementation of the Pilot Application Case Study;
- Participate in the Workshops.

#### **Activity Team**

MAP-BP/RAC International Consultant	Dr. Simon Bell
National Specialist	To be recruited
Team Leader	Mr Ermis Klokkaris
National Experts / Team Members	

#### **Activity time frame**

Engagement of Consultants	December 2005
Mission to Cyprus for work programme, data review and presentation of development of the Activity and its subject matter	January 2006
Undertaking five workshops	March 2006 – June 2007
Submission of Draft Final Report on the application of <i>Imagine</i> methodology to Cyprus including inputs to the Case Studies	July 2007
Final Activity Report	August 2007



## **TERMS OF REFERENCE CARRYING CAPACITY ASSESSMENT**

### **Background**

The analysis and conclusions of the Diagnostic Feasibility Report of the CAMP Cyprus have identified the important gaps in the coordination and integration of policies for confronting coastal development and resource conservation issues, particularly those that cut across sectoral responsibilities. Despite the existence of individual policies for all main development sectors (land use, agriculture, tourism, water resources, etc.) and responsible inter-ministerial bodies and inter-departmental committees for policies that affect several sectors, there is a lack of appropriate tools that may be used in common by the various collaborating agencies responsible for defining, formulating, implementing and assessing the effectiveness and limits of coastal development strategies and policy measures. ICAM tools also provide the basis for fostering commonly agreed criteria and a 'language' for pursuing an integrated approach to shared coastal management objectives with reference to development and conservation options, opportunities and constraints.

Carrying Capacity Assessment (CCA) has become one of the main techniques of tourism and recreational planning and management. Its distinctive characteristic is the application of composite criteria for assessing the capacity of the multiple resources involved in coastal development to support incremental loads of development and human activity. In this sense, CCA is a powerful decision making and management tool guiding sound planning strategies. It is also a very useful tool for dialogue and communication at national and local level on achieving better understanding of the constraints and opportunities guiding decisions on the amount, type and location of development.

### **General Objectives**

- To introduce and elaborate the scope and use of the tool of CCA to the coastal area management practice in Cyprus.
- To apply CCA to the Pilot Case Study at the Selected Location(s) and propose how it could be incorporated in the national policy framework.

### **Specific Objectives**

#### Methodology development

- To draw upon the outputs of the ICAM methodology Activities;
- To develop the CCA methodology and demonstrate the criteria used for and the implications of reconciling capacity limits with development pressures to achieve development objectives consistent with resource conservation.

#### Training

- To compare and contrast the existing regional and international knowledge, practice and experience of CCA accumulated by UNEP-MAP and PAP/RAC, with the prevailing approach to coastal planning and environmental protection in Cyprus;
- To assess the existing policy and policy application issues and problems in Cyprus and identify major constraints and opportunities for improvement and / or change;

- To highlight qualitative and quantitative carrying capacity indicators for identifying development thresholds that should be used to guide and justify planning policies and local actions relative to resource limitations;
- To highlight the consequences of overburdening coastal carrying capacity for the quality of the natural, cultural and other resources that attract and support tourism activity.

#### Strategy development

- To determine the procedure and criteria for establishing upper desirable limits of development relative to defined planning objectives for sustainable development;
- To propose how CCA may be incorporated in tourism and land use planning by putting forward a set of guidelines and instructions for assessing alternative development options relative to carrying capacity criteria;
- To demonstrate the scope of CCA as a management tool for public-private sector cooperation in respecting carrying capacity limits as a common concern;
- To carry out a Pilot Application Case Study on CCA in a selected location.

#### Public participation

- To organize a Workshop for presenting and discussing the proposed strategy and actions, contributing to the raising of awareness of the scope, importance and operation of CCA within the national policy framework.

#### Reporting

- Preparation of Activity Reports – An Interim Report and a Final Activity Report.

Time allocated for the Activity: 9 months

#### **Expected Outputs**

- Transfer of Experience: Elaboration of the principles of Carrying Capacity Assessment (CCA) based on regional and international knowledge and experience, particularly the experience accumulated by MAP's CAMP Programme and the work carried out by MCSD;
- Development and application of CCA methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development Cyprus based CCA guidelines as a tool for the effective establishment and use of integrated coastal resource management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to coastal resource management and planning decisions in light of CCA;
- Pilot Application Case Study on CCA: Case Study results on the use of CCA showing the scope and limitations of CCA in Cyprus;
- Strategy for application of CCA in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of CCA within the Cyprus institutional context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating CCA methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of CCA in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing CCA methodology guidelines, the Case Study results and the strategy for the incorporation of ICAM in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

## **Implementation Work team**

### **Manpower**

For the implementation of the Activity the following Activity team will be in place:

- (i)** An International CCA Consultant commissioned by MAP-PAP/RAC;
- (ii)** A nationally commissioned Specialists (recruited by the Cyprus Government through the Environment Service);
- (iii)** National Activity Team Leaders drawn from the participating Departments / Organisations;
- (iv)** National Experts / Activity Team Members

#### The MAP-PAP/RAC Consultant will be responsible for the following:

In collaboration with the national specialist(s), the Activity Team Leader, and under the guidance of the National Project Director and the MAP-PAP/RAC Task Manager will:

- Provide specialised inputs to the Project on the methodology and practice of CCA based on his/her regional knowledge and experience and country applications of CCA;
- Develop the methodology, principles and applications of CCA in light of the prevailing policies and legal framework in Cyprus;
- Ensure and initiate interchange of international and Cyprus experience mainly through cooperation with the national specialist(s);
- Present his/her work at the Workshop(s) and act as 'resource person' in the discussions pertaining to the ICAM methodology Activity;
- Provide CCA methodology guidelines on, design and carry out a Pilot Application Case Study on CCA;
- Prepare and submit report(s) with policy conclusions and recommendations relating to and focusing on the incorporation of CCA into the national policy framework.

#### The Nationally commissioned Specialist will be responsible for the following:

Under the direction of the National Project Director and in cooperation of the Task Manager and the National Project Coordinator, will:

- Cooperate with the relevant MAP International Consultant and Activity Team Leader and provide active support in the implementation of the respective Activity;
- Provide specialised inputs required for the implementation of the Activity concerning the policy and legal / institutional framework in Cyprus involved in coastal development and conservation issues and implementation problems;
- Collect, codify, provide and store relevant statistical and other information from national sources (data, documents, maps, etc.);
- Act as 'resource person' in and provide substantive inputs to the Workshop(s) pertaining to the specific Activity;
- Provide national based inputs across the CAMP Activities, as and when needed;
- Offer general guidance and support to the MAP/RAC Consultant(s) ensuring that his/her work is carried out within and is incorporated into the national policy framework;
- Ensure interchange of international and Cyprus experience;
- Assist and participate in the implementation of the Pilot Application Case Studies;
- Preparing and submitting report(s) with policy conclusions and recommendations relating to his/her work assignment.

The Team Leader will contribute the following inputs:

The National Activity Team Leaders are senior officers with sound knowledge, intimate contact and deep understanding of the current policy issues and problems in the field of coastal planning and management from the point of view of the institution to which they are attached. They are proposed and nominated by the respective participating national institution (Ministry, Department, Organization) as part of the "in kind" contribution of Cyprus. Their main role is to ensure that national experience becomes an integral part of the Project, that the relevant Activity addresses the needs and concerns of the respective institution and, furthermore, that the results will be readily available to be incorporated in the national policy framework. will, and will provide their knowledge and experience as 'focal persons' for the Project on behalf of their Ministry / Department / Organization.

In consultation with the Project Director and in cooperation of the Task Manager and the National Project Coordinator, they will:

- Collaborate and advise with MAP-PAP/RAC International Consultant on his/her Activity work programme based on exert professional and experience within his/her institution;
- Guide and advise the International Consultant(s) and National Specialist(s) in defining the main focus of the work under the Activities, including the implementation of the Pilot Application Case Studies;
- Offer his/her professional guidance to the respective Activity and make available their expertise and knowledge of the prevailing national policy and institutional context;
- Identify and help make available (with the assistance of the respective National Specialist) the data requirements, provide access to essential background and current information on the subject matter of their institution necessary for the implementation of the Activity;
- Provide any inputs judged important to ensure that the relevant Activities focus on the most important issues facing Cyprus so that the outputs will contribute to the immediate and longer-term needs of the Ministry / Department or Organization concerned;
- Participate actively as 'resource persons' in the Workshops.

Team members, like the National Team Leaders, are proposed by the respective responsible national institutions, (Ministries, Departments, Organizations) participating in the Project as part of the "in kind" contribution of Cyprus. In consultation with the respective Team Leader(s) they will:

- Cooperate with the Team Leader(s) and the Consultants / Specialists
- Participate in the implementation of the Activity;
- Provide expert knowledge and relevant information;
- Provide relevant field experience;
- Participate in the implementation of the Pilot Application Case Study;
- Participate in the Workshops.

**Activity Team**

MAP-PAP/RAC International Consultant	To be recruited
National Specialist	To be recruited
Team Leaders	Ms Athena Metaxa Mr Ermis Klokkaris
National Experts / Team Members	Mr Michalis Kareklas

**Activity time frame**

Engagement of Consultants	December 2005
Mission to Cyprus for work programme, data review and presentation of development of the Activity and its subject matter	July 2006
Submission of Draft Report and presentation of conclusions to meeting	October 2006
Submission of Draft Final Report on application of CCA to Cyprus including inputs to the Case Studies	April 2006
Commencement and completion of Pilot Case Study	January – March 2007
Final Activity Report	March – April 2007
Workshop(s)	March – April 2007

## **TERMS OF REFERENCE STRATEGIC ENVIRONMENTAL ASSESSMENT**

### **Background**

The analysis and conclusions of the Diagnostic Feasibility Report of the CAMP Cyprus have identified the important gaps in the coordination and integration of policies for confronting coastal development and resource conservation issues, particularly those that cut across sectoral responsibilities. Despite the existence of individual policies for all main development sectors (land use, agriculture, tourism, water resources, etc.) and responsible inter-ministerial bodies and inter-departmental committees for policies that affect several sectors, there is a lack of appropriate tools that may be used in common by the various collaborating agencies responsible for defining, formulating, implementing and assessing the effectiveness and limits of coastal development strategies and policy measures. ICAM tools also provide the basis for fostering commonly agreed criteria and a 'language' for pursuing an integrated approach to shared coastal management objectives with reference to development and conservation options, opportunities and constraints.

Strategic Environmental Assessment (SEA) has become one of the main techniques for identifying, analysing and assessing the cumulative strategic level impacts of development on coastal resources, landscape, cultural heritage, infrastructure, financial and human resources resulting from programmes, policies and plans. Its distinctive characteristic is the application of a comprehensive perspective on environmental impacts across sectors. In this sense, SEA is a powerful decision making and management tool guiding sound planning strategies and communication efforts at national and local level on achieving better understanding of the constraints and opportunities guiding decisions on the repercussions of programmes, policies and plans on coastal and resources.

### **General Objectives**

- To introduce and elaborate the scope and use of the tool of SEA to the coastal area management practice in Cyprus.
- To apply SEA to the Pilot Case Study at the Selected Location(s) and propose how SEA could be incorporated in the national policy framework.

### **Specific Objectives**

#### Methodology development

- To draw upon the outputs of the ICAM methodology Activities and the relevant EU Directive;
- To develop the methodology for the tool and demonstrate the criteria used for and the implications of assessing the cumulative effects of programmes, plans, and policies.

#### Training

- To compare and contrast the existing regional, European and international knowledge, practice and experience of SEA accumulated by UNEP-MAP and PAP/RAC, with the prevailing approach to coastal planning and environmental protection in Cyprus;
- To assess the existing policy and policy application issues and problems in Cyprus and identify major constraints and opportunities for improvement and / or change;

- To highlight qualitative and quantitative indicators for identifying cross-sectoral impacts and long term environmental effects to guide and justify planning policies and local actions consistent with SEA criteria;
- To highlight the consequences of cumulative effects for the quality of the natural, cultural and other resources that are vital in sustainable coastal development.

#### Strategy development

- To determine the uses and limitations of the SEA relative to defined planning objectives for sustainable development;
- To propose how SEA is best incorporated in tourism, land use planning policy and environmental assessment framework by putting forward a set of guidelines and instructions for assessing alternative development options relative to strategic environmental criteria;
- To demonstrate the scope of SEA as a management tool for public-private sector cooperation in promoting sustainable coastal resource management;
- To carry out a Pilot Application Case Study on SEA in a selected location.

#### Public participation

- To organize a Workshop for presenting and discussing the proposed strategy and actions, contributing to the raising of awareness of the scope, importance and operation of SEA within the national policy framework.

#### Reporting

- Preparation of Activity Reports – An Interim Report and a Final Activity Report.

Time allocated for the Activity: 9 months

#### **Expected Outputs**

- Transfer of Experience: Elaboration of the principles of Strategic Environmental Assessment (SEA) based on regional and international knowledge and experience, particularly the experience accumulated by the EU, MAP's CAMP Programme and the work carried out by MCSDD;
- Development and application of SEA methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development Cyprus based SEA guidelines as a tool for the effective establishment and use of integrated coastal resource management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to coastal resource management and planning decisions in light of SEA;
- Pilot Application Case Study on CCA: Case Study results on the use of SEA showing the scope and limitations of SEA in Cyprus;
- Strategy for application of SEA in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of SEA within the existing Cyprus institutional and legal context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating SEA methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of SEA in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing SEA methodology guidelines, the Case Study results and the strategy for integrating SEA in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

## **Implementation Work team**

### **Manpower**

For the implementation of the Activity the following Activity team will be in place:

- (i)** An International SEA Consultant commissioned by MAP-PAP/RAC;
- (ii)** A nationally commissioned Specialists (recruited by the Cyprus Government through the Environment Service);
- (iii)** National Activity Team Leaders drawn from the participating Departments / Organisations;
- (iv)** National Experts / Activity Team Members

#### The MAP-PAP/RAC Consultant will be responsible for the following:

In collaboration with the national specialist(s), the Activity Team Leader, and under the guidance of the National Project Director and the MAP-PAP/RAC Task Manager will:

- Provide specialised inputs to the Project on the methodology and practice of SEA based on his/her regional knowledge and experience and country applications of SEA;
- Develop the methodology, principles and applications of SEA in light of the prevailing policies and legal framework in Cyprus;
- Ensure and initiate interchange of international and Cyprus experience mainly through cooperation with the national specialist(s);
- Present his/her work at the Workshop(s) and act as 'resource person' in the discussions pertaining to the SEA Activity;
- Provide SEA methodology guidelines on, design and carry out a Pilot Application Case Study on SEA;
- Prepare and submitting report(s) with policy conclusions and recommendations relating to and focusing on the incorporation of SEA into the national policy framework;

#### The Nationally commissioned Specialist will be responsible for the following:

Under the direction of the National Project Director and in cooperation of the Task Manager and the National Project Coordinator, will:

- Cooperate with the relevant MAP International Consultant and Activity Team Leader and provide active support in the implementation of the respective Activity;
- Provide specialised inputs required for the implementation of the Activity concerning the policy and legal / institutional framework in Cyprus involved in coastal development and conservation issues and implementation problems;
- Collect, codify, provide and store relevant statistical and other information from national sources (data, documents, maps, etc.);
- Act as 'resource person' in and provide substantive inputs to the Workshop(s) pertaining to the specific Activity;
- Provide national based inputs across the CAMP Activities, as and when needed;
- Offer general guidance and support to the MAP/RAC Consultant(s) ensuring that his/her work is carried out within and is incorporated into the national policy framework;
- Ensure interchange of international and Cyprus experience;
- Assist and participate in the implementation of the Pilot Application Case Studies;
- Preparing and submitting report(s) with policy conclusions and recommendations relating to his/her work assignment.

The Team Leader will contribute the following inputs:

The National Activity Team Leaders are senior officers with sound knowledge, intimate contact and deep understanding of the current policy issues and problems in the field of coastal planning and management from the point of view of the institution to which they are attached. They are proposed and nominated by the respective participating national institution (Ministry, Department, Organization) as part of the "in kind" contribution of Cyprus. Their main role is to ensure that national experience becomes an integral part of the Project, that the relevant Activity addresses the needs and concerns of the respective institution and, furthermore, that the results will be readily available to be incorporated in the national policy framework. will, and will provide their knowledge and experience as 'focal persons' for the Project on behalf of their Ministry / Department / Organization.

In consultation with the Project Director and in cooperation of the Task Manager and the National Project Coordinator, they will:

- Collaborate and advise with MAP-PAP/RAC International Consultant on his/her Activity work programme based on exert professional and experience within his/her institution;
- Guide and advise the International Consultant(s) and National Specialist(s) in defining the main focus of the work under the Activities, including the implementation of the Pilot Application Case Studies;
- Offer his/her professional guidance to the respective Activity and make available their expertise and knowledge of the prevailing national policy and institutional context;
- Identify and help make available (with the assistance of the respective National Specialist) the data requirements, provide access to essential background and current information on the subject matter of their institution necessary for the implementation of the Activity;
- Provide any inputs judged important to ensure that the relevant Activities focus on the most important issues facing Cyprus so that the outputs will contribute to the immediate and longer-term needs of the Ministry / Department or Organization concerned;
- Participate actively as 'resource persons' in the Workshops.

Team members, like the National Team Leaders, are proposed by the respective responsible national institutions, (Ministries, Departments, Organizations) participating in the Project as part of the "in kind" contribution of Cyprus. In consultation with the respective Team Leader(s) they will:

- Cooperate with the Team Leader(s) and the Consultants / Specialists  
Participate in the implementation of the Activity;

### Activity Team

MAP-PAP/RAC International Consultant	To be recruited
National Specialist	
Team Leaders	Ms Christina Pandazi
National Experts / Team Members	Mr Michalis Kyriakides Mr Lefteris Embedoclis

### Activity time frame

Engagement of Consultants	December 2005
Mission to Cyprus for work programme, data review and presentation of development of the Activity and its subject matter	July 2006
Submission of Draft Report and presentation of conclusions to meeting	October 2006
Submission of Draft Final Report on application of SEA to Cyprus including inputs to the Case Studies	April 2006
Commencement and completion of Pilot Case Study	January – March 2007
Final Activity Report	March – April 2007
Workshop(s)	March – April 2007

## TERMS OF REFERENCE

### ENVIRONMENTAL ECONOMICS (RESOURCE VALUATION AND ECONOMIC INSTRUMENTS)

#### **Background**

The analysis and conclusions of the Diagnostic Feasibility Report for CAMP Cyprus have identified the important gaps in the coordination and integration of policies for confronting coastal development and resource conservation issues, particularly those that cut across sectoral responsibilities. Despite the existence of individual policies for all main development sectors (land use, agriculture, tourism, water resources, etc.) and responsible inter-ministerial bodies and inter-departmental committees for policies that affect several sectors, there is a lack of appropriate tools that may be used in common by the various collaborating agencies responsible for defining, formulating, implementing and assessing the effectiveness and limits of coastal development strategies and policy measures. ICAM tools also provide the basis for fostering commonly agreed criteria and a 'language' for pursuing an integrated approach to shared coastal management objectives with reference to development and conservation options, opportunities and constraints.

Environmental Economics (EE) is a major tool for achieving integration in coastal area management. Integration is crucial not only in the assessment of coastal physical resources and the pressures on them, but particularly integration across policies to address pressures and impacts. Policy integration requires taking into account the relationship between the coastal environment as a natural system and the coastal economy that benefits from the quality of the coastal environment, a complex relationship causing major problems in the coastal areas of Cyprus.

Two main tools are important for integrating policies that harmonise market forces with resource management objectives:

- (C) Resource Valuation (RV) that qualifies and quantifies the social and economic value of *environmental quality* for the economic activities that depend on it, and
- (D) Economic Instruments (EI) that create market-based incentives and sources of revenue for financing coastal area management initiatives.

These tools contribute to integrated coastal management in several ways including:

- Economic information. They provide economic information on the social value of resources in conservation relative to their development value, thus improving policy making by taking into account the gains and losses (costs and benefits) of alternative decisions. Without such information it is difficult to know if we are over-protecting or under-protecting the environment.
- Public awareness. They increase public awareness of the economic losses of existing development practices and build up public support for the implementation of coastal management measures designed to save resources that are economically valuable beyond their intrinsic ecological value.
- Socio-economic justification. They demonstrate national and local level social and economic benefits accruing from coastal area management justifying increased investment in coastal protection and management.

- Revenue-raising. They identify opportunities for applying market-based instruments for creating revenue sources for financing coastal protection and management initiatives.

### **General Objectives**

- To introduce and elaborate the scope and use of the tools of Environmental Economics (Resource Valuation and Economic Instruments) to the coastal area management practice in Cyprus;
- To apply Environmental Economics (Resource Valuation and Economic Instruments) to the Pilot Case Study at the Selected Location(s) and propose how EE could be incorporated in the national policy framework.

### **Specific Objectives**

#### Methodology development

- To draw upon the outputs of the ICAM methodology Activities and the relevant EU Directive;
- To develop the methodology for the tool and demonstrate the criteria used for and the implications of assessing the economic value (use and non-use) of environmental resources and the applicability of Economic Instruments.

#### Training

- To review the existing use of economic information and the existing use of Economic Instruments in Cyprus;
- To highlight qualitative and quantitative indicators of Resource Valuation for assessing costs and benefits in the use and conservation of coastal resources at the local level and the scope for applying Economic Instruments to correct externalities and /or raise revenue;
- To highlight the opportunities for using Environmental Economics in environmental management including methods for capturing the significance of market and non-market values of landscape quality, biodiversity, cultural assets, etc. in coastal management actions;
- To compare and contrast the existing regional, European and international knowledge, practice and experience of EE accumulated by UNEP-MAP and PAP/RAC, with the prevailing approach to coastal planning and environmental protection in Cyprus, and assess the constraints and opportunities for improvement and / or change.

#### Strategy development

- To determine the uses and limitations of the EE in defining planning objectives and justifying actions for sustainable development;
- To propose how EE can best be incorporated in the planning policy framework by putting forward a set of guidelines and instructions for assessing alternative development options relative to environmental economics criteria;
- To demonstrate the scope of EE as a management tool public-private sector cooperation in promoting sustainable coastal resource management;
- To organize a Workshop to present and discuss the application of EE and improve the overall understanding of the interactions of physical, ecological, socio-demographic, economic and political parameters in the use of scarce resources;
- To carry out a Pilot Application Case Study on EE in a selected location.

#### Public participation

- To organize a Workshop for presenting and discussing the proposed strategy and actions, contributing to the raising of awareness of the scope, importance and operation of EE within the national policy framework.

#### Reporting

- Preparation of Activity Reports – An Interim Report and a Final Activity Report.

Time allocated for the Activity: 9 months

#### **Expected Outputs**

- Transfer of Experience: Elaboration of the principles of Environmental Economics (EE) based on national, regional and international knowledge and experience, particularly the experience accumulated by the EU, MAP's CAMP Programme and the work carried out by MCSD;
- Development and application of EE methodology Guidelines in Cyprus: Bringing that knowledge and experience to inform and promote the development Cyprus based EE guidelines as a tool for the effective establishment and use of integrated coastal resource management in Cyprus;
- Policy-level integration: Strengthening the linkages of policies and their responses to coastal resource management and planning decisions in light of EE;
- Pilot Application Case Study on EE: Case Study results on the use of EE showing the scope and limitations of EE in Cyprus;
- Strategy for application of EE in Cyprus: Integrating the above outputs into an overall policy-focused framework for the use of EE within the existing Cyprus institutional and legal context serving the needs for sustainable coastal management and planning actions;
- Workshop for presenting and discussing the strategies for incorporating EE methodology in the national coastal management framework;
- Awareness: National and local awareness of the role of EE in the effective application of policies and management measures necessary for promoting sustainable coastal development.
- Document: MAP Consultant Interim and Final Document containing EE methodology guidelines, the Case Study results and the strategy for integrating EE in the national policy framework – and the associated opportunities and constraints - and the conclusions of the Workshops;
- Final Activity Report.

#### **Implementation Work team**

##### **Manpower**

For the implementation of the Activity the following Activity team will be in place:

- (i)** An International EE Consultant commissioned by MAP-PAP/RAC;
- (ii)** A nationally commissioned Specialists (recruited by the Cyprus Government through the Environment Service);
- (iii)** National Activity Team Leaders drawn from the participating Departments / Organisations;
- (iv)** National Experts / Activity Team Members

The MAP-PAP/RAC Consultant will be responsible for the following:

In collaboration with the national specialist(s), the Activity Team Leader, and under the guidance of the National Project Director and the MAP-PAP/RAC Task Manager will:

- Provide specialised inputs to the Project on the methodology and practice of EE based on his/her regional knowledge and experience and country applications of EE;
- Develop the methodology, principles and applications of EE in light of the prevailing policies and legal framework in Cyprus;
- Ensure and initiate interchange of international and Cyprus experience mainly through cooperation with the national specialist(s);
- Present his/her work at the Workshop(s) and act as 'resource person' in the discussions pertaining to the EE Activity;
- Provide EE methodology guidelines on, design and carry out a Pilot Application Case Study on EE;
- Prepare and submitting report(s) with policy conclusions and recommendations relating to and focusing on the incorporation of EE into the national policy framework;

The Nationally commissioned Specialist will be responsible for the following:

Under the direction of the National Project Director and in cooperation of the Task Manager and the National Project Coordinator, will:

- Cooperate with the relevant MAP International Consultant and Activity Team Leader and provide active support in the implementation of the respective Activity;
- Provide specialised inputs required for the implementation of the Activity concerning the policy and legal / institutional framework in Cyprus involved in coastal development and conservation issues and implementation problems;
- Collect, codify, provide and store relevant statistical and other information from national sources (data, documents, maps, etc.);
- Act as 'resource person' in and provide substantive inputs to the Workshop(s) pertaining to the specific Activity;
- Provide national based inputs across the CAMP Activities, as and when needed;
- Offer general guidance and support to the MAP/RAC Consultant(s) ensuring that his/her work is carried out within and is incorporated into the national policy framework;
- Ensure interchange of international and Cyprus experience;
- Assist and participate in the implementation of the Pilot Application Case Studies;
- Preparing and submitting report(s) with policy conclusions and recommendations relating to his/her work assignment.

The Team Leader will contribute the following inputs:

The National Activity Team Leaders are senior officers with sound knowledge, intimate contact and deep understanding of the current policy issues and problems in the field of coastal planning and management from the point of view of the institution to which they are attached. They are proposed and nominated by the respective participating national institution (Ministry, Department, Organization) as part of the "in kind" contribution of Cyprus. Their main role is to ensure that national experience becomes an integral part of the Project, that the relevant Activity addresses the needs and concerns of the respective institution and, furthermore, that the results will be readily available to be incorporated in the national policy framework. They will provide their knowledge and experience as 'focal persons' for the Project on behalf of their Ministry / Department / Organization.

In consultation with the Project Director and in cooperation of the Task Manager and the National Project Coordinator, they will:

- Collaborate and advise with MAP-PAP/RAC International Consultant on his/her Activity work programme based on exert professional and experience within his/her institution;
- Guide and advise the International Consultant(s) and National Specialist(s) in defining the main focus of the work under the Activities, including the implementation of the Pilot Application Case Studies;
- Offer his/her professional guidance to the respective Activity and make available their expertise and knowledge of the prevailing national policy and institutional context;
- Identify and help make available (with the assistance of the respective National Specialist) the data requirements, provide access to essential background and current information on the subject matter of their institution necessary for the implementation of the Activity;
- Provide any inputs judged important to ensure that the relevant Activities focus on the most important issues facing Cyprus so that the outputs will contribute to the immediate and longer-term needs of the Ministry / Department or Organization concerned;
- Participate actively as 'resource persons' in the Workshops.

Team members, like the National Team Leaders, are proposed by the respective responsible national institutions, (Ministries, Departments, Organizations) participating in the Project as part of the "in kind" contribution of Cyprus. In consultation with the respective Team Leader(s) they will:

- Cooperate with the Team Leader(s) and the Consultants / Specialists
- Participate in the implementation of the Activity;
- Provide expert knowledge and relevant information;
- Provide relevant field experience;
- Participate in the implementation of the Pilot Application Case Study;
- Participate in the Workshops.

#### **Activity Team**

MAP-PAP/RAC International Consultant	To be recruited
National Specialist	To be recruited
Team Leaders	Mr George Georgiou Ms Irini Piki
National Experts / Team Members	Lefteris Embedoclis

**Activity time frame**

Engagement of Consultants	December 2005
Mission to Cyprus for work programme, data review and presentation of development of the Activity and its subject matter	July 2006
Submission of Draft Report and presentation of conclusions to meeting	October 2006
Submission of Draft Final Report on application of EE to Cyprus including inputs to the Case Studies	April 2006
Commencement and completion of Pilot Case Study	January – March 2007
Final Activity Report	March – April 2007
Workshop(s)	March – April 2007

## TERMS OF REFERENCE PUBLIC PARTICIPATION / COMMUNICATION

### Background

This Activity will be a 'horizontal' Project level Activity within the CAMP Cyprus Project cutting across all the other Activities. It will serve as a linking element of both main Activities (ICAM Methodology and ICAM Tools). The substance of the Activity will be the organization of a series of Workshops on the progress and results of CAMP Cyprus and its Individual Activities designed to invite and activate public participation by national and local level stakeholders.

### Objectives

A major constraint in the effective implementation of coastal management in Cyprus is the often abortive efforts for collaboration and communication between local authorities and national experts in the development of common policy objectives and agreed visions on resource conservation and development priorities. Often, national policies are resisted by local communities due to a divergence of priorities and incompatible perspectives on development needs and opportunities. Local participation in policy making is limited to formal exchanges without establishing a basis for constructive dialogue for building capacities for collaboration. Local communities perceive resource conservation policies and related development controls as unjustified restrictions compromising local development interests with negative consequences on land values, while national planning policies with long term objectives are frustrated by such communication problems. There is a need to increase awareness how national policy objectives that promote coastal and marine management objectives can in fact produce local benefits and stimulate constructive local participation.

### Activities

#### Workshops

- Inception Workshop
- Final Presentation Workshop
- 3 Workshops on CAMP Individual Activities, one in each District (Nicosia, Limassol and Larnaca).

#### Information material

- An information leaflet will be prepared on the scope of MAP CAMP Programme and on CAMP Cyprus

#### Local communications with Special Interest Groups

- Local (preparatory) meetings will be organized with special interest groups (fishermen, local landowners, local representatives, tourism operators and businessmen, etc.)

Events	Location		
	Nicosia	Limassol	Larnaca
Steering Committee Meetings	4-5	-	-
Inception Workshop	1	-	-
CAMP Activities Workshops	1	1	1
Local Meetings	several	several	several
Final Presentation Workshop	1	-	-

### Outputs

- Training on the scope, use and problems in public participation;
- Guidelines for the implementation of public participation process;
- Consultant report on the conclusions of the Workshops and possibilities for incorporation of public participation in the national policy framework.
- Increased awareness of coastal management problems;
- Increased awareness of methodologies and tools of coastal area management;
- Increased capacity for constructive participation in policy dialogues, definition of priorities, appreciation of opportunities and constraints;
- Increased harmonisation of local / national policy and measures.

### Activity Team

MAP-PAP/RAC International Consultant	To be recruited
National Specialist	To be recruited
Team Leaders	Miss Nasia Dikigoropoulou
National Experts / Team Members	

### Activity time frame

Engagement of Consultants	December 2005
Mission to Cyprus for work programme, needs assessment and information review, and presentation of development of the Activity and its subject matter	March 2006
Local meetings	March-September 2006
Workshop	September 2006
Interim Report	October 2006
Local meetings	February-March 2007
Workshop	March 2007
Workshop	July 2007
Final Activity Report	July 2007

# ANNEXES

## **Annex 1**

### **Maps of candidate Areas for Pilot Application Case Studies**

1. *The southern peri-urban coastal area of Larnaca town*
2. *Polis Chrysochou Bay.*
3. *The northern peri-urban coastal area of Paphos.*
4. *Moni-Vassiliko-Zygi Area.*
5. *The Peyia coastal Area*
6. *Larnaca*

