

## Coastal Area Management Programme (CAMP)- The Project for Italy

### TERMS OF REFERENCE FOR A NATIONAL PROJECT CO-ORDINATOR

#### 1. Background information

The Coastal Area Management Programme (CAMP) of the Mediterranean Action Plan (MAP) is a “country-driven” programme aimed at helping the Mediterranean countries in their efforts towards sustainable development. The activities of the programme are concentrated in the coastal areas of Mediterranean countries. The interested country is proposing each project, and when it is being adopted by the Contracting Parties (CPs) at their biannual meetings, the preparatory activities could start. The projects are being developed by the local and national experts with the assistance of MAP and its Regional Activity Centres (RACs), each one of them being involved in the activities falling within its area of expertise. The Priority Actions Programme Regional Activity Centre (PAP/RAC) is co-ordinating MAP efforts in each CAMP project. Since 1989, when the programme was approved by CPs, fifteenth projects have been implemented, the Italian project being the sixteenth. Currently, the CAMP Montenegro is in its final stage while the CAMP France is also ready to start soon.

The Agreement for the CAMP Italy project was signed in March 2014 on the basis of the preparatory activities that took place prior to the signature between the Ministry of Environment, Land and Sea (MELS) and UNEP-MAP. The implementation of the project is envisaged for the May 2014 – May 2016 period and implementation of post Project activities in the following two years.

The design of the CAMP Italy Project recognizes and incorporates the following fundamental considerations:

The CAMP Italy is a “country-driven” Project: this emphasizes that the Project is designed to respond to national, regional and local priorities, will operate according to the experiences and realities of the Italian legal, administrative and cultural institutions, and will utilize the available national and local expertise. MAP technical assistance will be targeted to general coordination and to issues in which national expertise and resources require support and supplementary inputs.

The CAMP Italy Project is based on an integrated approach to marine and coastal environment and development problems. This emphasizes that project activities will cut across protection and development problems, harmonize public sector priorities and private sector pressures, and provide an integrated strategy for the common goal of achieving development in the region within a sustainable management policy framework.

Consequently, the CAMP Italy Project, far from compromising development objectives, aims to incorporate the principles of sustainable development and integrated coastal management in the development process to better articulate resource protection and development objectives.

The project area includes several coastal strips and involves three Italian regions: Tuscany, Emilia Romagna and Sardinia.

The main **objectives** put forward for the “CAMP Italy”, as approved in Almeria in January 2008 and presented in the Feasibility Study in 2012, were formulated on the basis of the diagnosis and within the framework of objectives and criteria for the CAMP projects. They include a strategic objective (comprised of three sub-objectives) and seven complementary objectives.

As for the strategic objective, it consists in testing the integrated management of the coastal area, implementing both the ICZM Protocol and the EU ICZM Recommendation 2002. Moreover, it includes actions aimed (1) at reducing critical processes (coastal erosion, loss of biodiversity, pollution), (2) at managing natural resources in a sustainable way and (3) at conserving natural habitats and biodiversity.

The seven complementary objectives will be achieved through activities specifically targeted at particular problems:

- a) management of the marine spaces (such as management of the mining of sand from the seabed, of fish farms, etc.);
- b) protection and enhancement of the historical-cultural and environmental heritage, and landscape;
- c) diversification of the touristic offer (new offers focused on specific environmental and landscape aspects);
- d) environmental and landscaping restoration;
- e) recovery and preservation of the coastal and marine environment at the river mouths;
- f) description and representation of the territory and its resources, identifying values, opportunities and critical issues, reasons for the proposed choices and evaluating expected effects;
- g) definition of evolutionary scenarios which intervention policies must address.

The CAMP Italy will also aim at the general objectives of the CAMP Programmes, i.e.:

- at developing strategies and procedures at national and local level for sustainable development, environmental protection, rational use of coastal and marine resources as input for the formulation of strategies for sustainable development in the Mediterranean;
- at identifying, adapting and testing, in a real operational context, methodologies, tools and practices of sustainable coastal development;
- at contributing to upgrade the human resources working at national and local institutions;
- at ensuring a wide use, at national and regional level, of experience gained by the program and its individual projects, and create the conditions for the follow-up.

The CAMP Italy will be implemented by national officers and/or experts assisted by MAP experts and international consultants.

To achieve these objectives the CAMP Italy will develop two fundamental lines of work: the **Horizontal Activities** and the **Individual Activities**.

**The Horizontal Activities** – which are mandatory actions to be included in any CAMP Project – include:

1. **Coordination and dissemination of the results:** This Activity will focus on the operational management of the Project, ensuring the timely and full implementation of all actions and related activities as well as the co-operation between the project partners. Expected output will also include the evaluation of results and durability of all the Individual Activities, the establishment of the project structure and institutional arrangements, the coordination of reporting activities and the organization of all major events.

2. **Capacity building:** The objective of this Activity is to build and strengthen skills of public Administrations participating in the CAMP Italy Project. This goal will be achieved by developing adequate planning skills in order to be compliant with relevant references about ICZM, by pointing out potential criticalities in decision-supporting and decision making and by defining and suggesting opportunities for improvement and/or corrective actions. This Activity will also promote institutional development as well as the training of human resources and the strengthening of management systems.
3. **Data collection and management:** This Activity reflects the importance of making links between all data available between the different sectors and sharing data sets, highlighting the importance of the marine knowledge support tool which is part of the ICZM.  
It takes into account data management and analysis solutions adopted by each Individual Activity, and will collect all the data sets produced with reference to the CAMP Italy areas to support the specific activities. It will analyze the main features of the Information Systems involved in CAMP Italy, defining the largest subset of thematic information layers which is already available in all the participating Regions and setting guidelines for achieving future interoperability between different Information Systems.
4. **Institutional coordination and public participation:** This Activity aims at promoting vertical integration and collaboration between Administrations (at government and regional/local level) for a better coastal management. In particular, it will aim at promoting cross-sectorial institutional coordination among competent administrative services, thus of facilitating the creation of an ICZM National network. It will also ensure adequate and timely general public and stakeholder participation in the decision-making processes related to CAMP Italy Project.

On the other hand, **the Individual Activities** –which are specific of each subarea – will be aimed at:

- improving the coordination capacities among different structures involved in coastal zone management (governance for coastal area) and both vertical (network of subjects) and horizontal integration;
- preserving the ecosystem service flow through the reduction and control of human pressures and the development of adaptation (resilience) to the effects of climate change;
- checking the sustainability of socio-economic activities which impact the coastal area through application of ecosystem and economic evaluation of ecosystem services, with special reference to tourism, fishing and coastal defence.

After all the activities are concluded a report of the lessons learned and contribution to the country level implementation of ICZM will be prepared. This could include proposals for the replication and sharing with other regions as well as elements that could contribute to the national level ICZM implementation such as National ICZM Strategy and establishment/improvement of institutional coordination for ICZM.

## PROJECT COORDINATION AND DISSEMINATION OF RESULTS

This **horizontal activity** comprises the operational management of the project, ensuring the timely and full implementation of all actions and related activities as well as the co-operation between the project partners.

In particular, it includes:

- (i) The **coordination of the CAMP Italy project**, managed by the following actors:  
The Steering Committee called ‘Tavolo CAMP’;

The Project Technical Coordination Office (PTCO); and  
The National Project Coordinator (NPC).

A provisional list of partners in the implementation of the Project activities will be established, including other Regional Departments, municipalities, scientific bodies and Universities, professional organisations, economic interests, trade unions, local NGOs, and other concerned organisations.

The NPC, the nominated persons responsible for each Horizontal Actions and the responsables for Individual Actions form the Project Technical Coordination Office (PTCO) act in accordance with the respective Technical Specification for the activity, and in accordance with the respective TORs for the consultant.

- (ii) The **presentation of the main components of CAMP projects** in general and, in particular, of the CAMP Italy project, as a good example of a pilot application and implementation of the ICZM Protocol of the Barcelona Convention, as well as of relevant European Union Directive or proposed Directives (e.g. the proposed Directive establishing a framework for maritime spatial planning and integrated coastal zone management).
- (iii) The **presentation and dissemination of the results** of all the planned activities of both horizontal and individual activities: local (Region level) events will focus on individual activities, while horizontal activities will be presented at national level (thus involving – although indirectly – Regions that are not participating in CAMP Italy).

Lessons learned from Individual Activities will be carefully analysed and considered as the basis for proposals about the ICZM implementation at national and regional level that will be presented in final Conference and Report (Activity 4.4).

The following deliverables are expected:

- Inception Report;
- Inception Workshop and the Workshop Report;
- CAMP Italy Project web site;
- Progress Reports;
- Final Integrated Project Report, Follow-up Proposals, and Urgent Investment Portfolio;
- Presentation Conference, Conference Documents and the Conference Report;
- Project Terminal Report.

## **ORGANIZATIONAL STRUCTURE OF CAMP ITALY**

The implementation of the CAMP Italy will be carried out under the following organizational structure.

The institutional responsible of the Project is the MELS which guarantee its representation to PAP/RAC. The constant national coordination among all the institutional actors is guarantee by the Coordination and Steering Committee called “Tavolo CAMP”. Each Region, within the national coordination, is responsible for the correct implementation of project activities and monitoring of their part and, in particular, of their Individual Actions; moreover, periodically updates the Tavolo CAMP.

For the best operational coordination of the Project, for each Horizontal Activity a responsible is nominated by the Tavolo CAMP to ensure that the action is completed in cooperation and coordination with the National Project Coordinator.

### **Tavolo CAMP**

The Tavolo CAMP carries out general superintendence and coordination acting as a project Steering Committee. It is composed of representatives' of the Regions and the Italian MELS. The National Project Coordinator participates as permanent observer to the Tavolo CAMP meetings. The 'Tavolo CAMP' identifies the CAMP Italy structure for the coordination, integration and dissemination of results and in particular:

- Individuates for each horizontal activity a subject responsible who liaises with the National Project Coordinator;
- Monitors the individual/pilot project activities;
- Assesses the specific activities taken in the CAMP subareas;
- Identifies deficiencies and proposes and drafts corrective or supplementary actions;
- Decides if and how actions should be modified and/or integrated;
- Analyzes comparatively the state of play of the specific activities;
- Finalizes Integrated Report including lessons learned and proposals for national level implementation of ICZM;
- Reconsider, as need may arise, the co-financing quota for each Part of the Project.

### **The Project Technical Coordination Office (PTCO)**

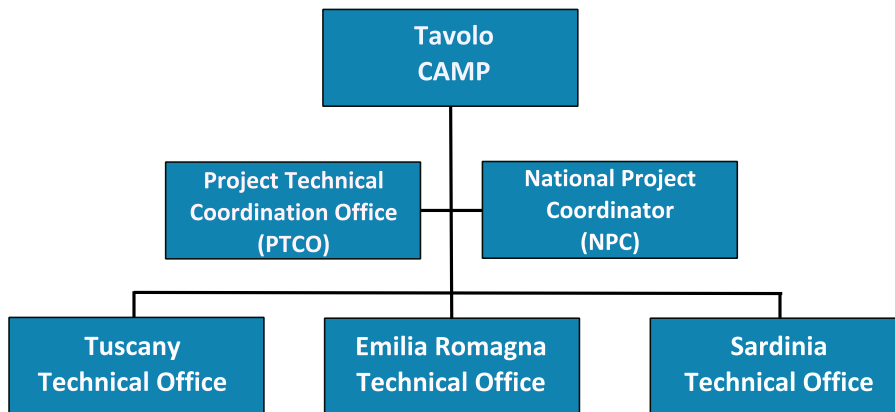
The NPC, the nominated subjects responsible for each Horizontal Actions and the responsables for Individual Actions form the Project Technical Coordination Office (PTCO) act in accordance with the respective Technical Specification for the activity, and in accordance with the respective TORs for the consultant. The PTCO has the following responsibilities:

- Supports the National Project Coordinator;
- Takes care of the horizontal reporting activities;
- Supports Individual activities implementation;
- Manages activities such as communication (e.g. brochures, seminars, marketing, etc), participation, training and rising awareness; creation and update of the project webpage;
- Manages the dissemination of the activities, e.g. through the INFO/RAC;
- Takes care of the contacts with stakeholders at National level;
- Manages the activation of a web forum on the project issues;
- Monitors the individual/pilot project activities;
- Assesses the specific actions taken in the CAMP subareas;
- Identifies deficiencies and proposes and drafts corrective or supplementary actions;
- Analyzes comparatively the state of play of the individual activities.

### **The National Project Coordinator (NPC)**

The NPC, nominated by the PAP/RAC in accordance with the MELS, as the responsible of the coordination and management of the Project:

- Coordinates and integrates the whole project activities and deliverables;
- Manages pilot actions shared by CAMP Regions (horizontal management);
- Manages the coordination between the National administrations (National, Regional and Local) and between these and MAP, as well as the coordination of all external contributions;
- Keeps in contact with other projects (in particular, CAMP, ICZM, Adriplan, Ritmare, etc.), also with the view of cooperation with CAMP Italy Project;
- Submits proposal, integration, preparation and presentation of progress reports and Project results to the Tavolo CAMP;
- Reports to the Tavolo CAMP on its activities and the progress achieved;
- Prepares the Final Integrated Report.



**Figure 1. Organization structure of the project**

## **2. JOB DESCRIPTION**

### **a) General description**

This job is part of the project's co-ordination structure. The consultant will participate in the formulation and implementation of the project, in co-operation with the MAP Project Co-ordinator; in harmonisation of the actions implemented by the national/regional institutions involved in the project; and in the guidance and assistance to the teams related to the implementation of individual activities.

The consultant will be recruited among national experts, but acting and paid on behalf of MAP (in close co-operation with the MELS). It will be a post until the end of the project as approved and adopted by the Tavolo CAMP.

The co-ordinator will also have to undertake tasks such as the elaboration of lessons learned from Individual Activities as a contribution to the ICZM implementation at national and regional level that will be presented in final Conference and Report (Activity 4.4).

The consultant will also secure that the inputs and outputs of individual activities will be interchanged among the teams implementing CAMP activities and concerned RACs, and integrated during the implementation of the project. The consultant will co-ordinate the work of project teams, as well as other consultants engaged.

## **b) Detailed job description**

As part of the role as National Project Coordinator, the consultant will specifically perform the following tasks:

1. Prepare the Inception Report for the project. The consultant will contact MELS and all the other concerned stakeholders participating in this project, and precisely define the nature of their inputs to the project. The consultant will also communicate with the MAP Secretariat and its components to define precisely the scope of their participation in the project. The consultant will assist/coordinate with the team leaders in the preparation of Technical Specifications for individual project activities that make an important and integral part of the Inception Report. After the Inception Report will be adopted at the Inception Workshop, the Technical Specifications will have to be finalised for each individual activity.

2. Help organise and conduct the Inception Workshop. Besides the logistic aspects, together with MELS and PAP/RAC, the consultant will participate in setting the agenda, modes of presentation, selection of participants and, actually, conducting the Inception Workshop. The objective of the workshop is to discuss and adopt the Inception Report. The consultant will also prepare the report of the Workshop and send it to PAP/RAC for final editing.

3. Assist in selecting the team leaders for project activities. The consultant will assist MELS in selecting the team leaders.

4. Assist in selecting the national experts. The consultant will assist in selecting the project experts and the preparation of the TORs for project experts to be contracted as the members of the project team for that specific activity.

5. Provide assistance and guidance to the team leaders. The consultant assists and guides the team leaders for each activity of the project. She/he will hold, at least once a month, regular meetings with team leaders to assess progress, identify problems and offer solutions. In doing so, she/he may ask for assistance from the respective RAC. After each meeting, the consultant will prepare a brief report with major points discussed at the meeting, and send report to PAP/RAC and all participating RACs.

6. Supervise the work of project teams. The consultant will constantly monitor and supervise the work of each project activity team. She/he will check if their work is progressing according to schedule, early identify eventual problems, and provide solutions with the assistance of the respective RAC and the Tavolo CAMP.

7. Prepare bi-monthly progress reports. These reports will be prepared in order to identify early if there are problems in the project implementation. Basically, these reports are a compilation of the reports of monthly meetings the consultant will hold with the project team leaders, and other activities implemented by the co-ordinator. Together with other reports/outputs required by this ToR, these bi-monthly reports will make a basis for the payments.

8. Facilitate the exchange of inputs and outputs among project teams. As CAMP is a highly integrated exercise, it is of utmost importance that project teams be well informed on each other's work as well as timely provided with outputs, which they could use as inputs in their work. The task of the consultant is to be well acquainted with each team's work and their outputs.

9. Secure that MAP outputs are integrated into the project. The consultant will make sure that any relevant MAP output, prepared within the entire scope of its activities, be made known and put at a disposal of project team leaders and experts. This task will be performed in close collaboration with the MAP Project Co-ordinator and the respective RACs.

10. Closely collaborate with the regional/local authorities. Since CAMP is, to a large extent, a “bottom-up” exercise, the consultant will have to establish very close relationships with the regional/local authorities in CAMP subareas. At the beginning of the project’s implementation, she/he will have to inform them thoroughly in order to secure their support, commitment and participation. During the course of the project, she/he will have to inform them regularly on the work’s progress, problems and results.

11. Closely collaborate with the NGOs. The consultant will make sure that project teams maintain a very close contact with regional and local NGOs, and other interest groups, particularly in local communities. She/he will supply them with relevant documents and other background materials, explain the nature and importance of the project, keep them regularly informed on the project’s progress, and secure their approval of the recommendations.

12. Facilitate the integration of work of project teams, national, and international consultants. The consultants will be responsible that the work of the national teams, assisted by the international consultants when needed, is being carried out smoothly. She/he will explain their roles and tasks and secure that there is no overlapping in their work. The consultant will also facilitate the work of international experts, engaged by the respective RACs, during their stay in Italy. This task will include a logistical support as well as the provision of relevant data and information. In carrying out this task, the consultant will be assisted and supported by MELS.

13. Closely collaborate with the MAP Project Co-ordinator. The MAP Secretariat, through PAP/RAC, will nominate a Project Co-ordinator who will manage the project on the MAP side. The co-ordinator may be selected among the ranks of PAP/RAC Programme Officers. The co-ordinators will have to collaborate closely by exchanging information on the project and assisting each other in making the decisions.

14. Review the outputs of project teams. The consultant will review outputs of all the project teams, and check if they have been prepared according to Technical Specifications or TORs, and on time and report to the Tavolo CAMP. Each payment to consultants, effectuated by MELS and/or MAP, will be conditional upon approval by the Project National Co-ordinator in a written form. Prior to this the Tavolo CAMP will also approve the outputs.

15. Secure timely submission of interim project teams’ activity reports. Each project team leader is obliged to prepare interim progress reports, the periodicity of which will be defined in the respective TORs. The consultant is obliged to secure that these reports be submitted on time.

16. Assist in the organisation of the Tavolo CAMP meetings. The Tavolo CAMP, in its role of a project Steering Committee, will held regular meetings.,The consultant,with the PTCO,will assist MELS in preparing the agenda of the meetings, securing and distributing the necessary documents, and writing the report of the meetings.

17. Assist in the organisation of the Mid-term Review Meeting with the support of the PTCO and PAP/RAC. The objective of the meeting is to assess the progress of the project’s implementation approximately one year after it will start. The consultant will assist in preparing the agenda, compiling the documents and the list of participants, and writing the report of the meeting.

18. Coordinate the preparation of the team’s Final Activity Report. Upon completion of the individual activity the team leaders will prepare the Final Activity Report. The consultant will guide its preparation and will review it. The report will consist of a short summary, will state



the issue, measures taken to deal with the issue, results, benefits, lessons learned, follow up-actions, and alike. These individual Final Reports will be used for the preparation of the Final Integrated Report to be prepared by the NPC.

19. Prepare the CAMP Final Integrated Report. Assisted by the PTCO, the consultant will compile all the results of individual activities given by the CAMP Regions; prepare a summary of each activity; identify the integrating elements in the project, benefits, and lessons learned; assess the sustainability of the project; and make a list of the follow-up actions and funding opportunities in the “post-project” period.

20. Assist the MELSand MAP in preparing the Final Presentation Conference. Besides the logistic aspects, the consultant will assist in preparing the agenda, compiling the list of participants and the list of documents, and acting as the secretary of the conference, including writing the conference report. The report will be sent to PAP/RAC for final editing, printing and distribution.

The NPC will also have the role of a consultant to the implementation of one of the project’s individual activities, namely Lessons learned and proposals for ICZM implementation at national and regional (Mediterranean) level(Activity 4.4). The NPC,with the involvement of Tavolo CAMP and assistance of the PTCO, will prepare the summary by analysing Individual as well as Horizontal Activities by using a common outline and criteria. As such, the report should make a major part of the Integrated Final Report of CAMP Italy and therefore enable integration at regional and national level and provide an identity of this CAMP.The objective is to summarize the main added values, gaps, good practices and alike with regard to the CAMP objectives/ICZM Protocol requirements, as well as other regional plans such as the one on marine litter so to enhance beach sustainability. This synthesis will be of use for the national level ICZM implementation such as National ICZM Strategy preparation and establishment/improvement of institutional coordination for ICZM. The major input will be the information provided by all CAMP Regions by using the questionnaire where the requested information on implementation stage and main features of each CAMP Italy individual activities will be summarised. The common questionnaire will be prepared by the NPC and PTCO, in coordination with PAP/RAC.

### **Job requirements**

The consultant’s educational background should be in the field of coastal zone management; social sciences, in particular environmental law and law of the sea; urban and regional planning; economy; natural sciences; or natural resources management. A Master Degree will be an advantage.

The consultant should have at least 5 years of experience in working on the projects relevant to the main activity fields of this project (see above). The consultant should also have an experience in participating in international cooperation (projects and posts). The experience in managing such projects would be an asset. The consultant has to be fluent in English, and possess very good communications skills.

### **Outputs and deadlines**

In the capacity of Project General Coordinator, the consultant will have to submit the following outputs:

- Inception Report with individual projects technical specifications 60 days after signing of the contract
- Report of the Inception Workshop 15 days after the workshop

- Reports of the Tavolo CAMP meetings 15 days after each meeting
- Bi-monthly Progress Reports 7 days after bi-month period
- Mid-Term Review Meeting Report 15 days after a year expires
- Brief Team Leaders Meetings' reports 7 days after the meeting
- Final Integrated Report 30 days after completion of the project
- Report of the Final Presentation Conference 15 days after the conference

In the capacity of individual activity consultant (Activity 4.4), he/she will have to submit the following outputs:

- Mid-Term Progress Report 15 days after a year expires
- Final Activity Report 30 days after the activity is completed

### **Duration of the assignment**

The duration of the assignment is 24 months, until the end of the project as approved and adopted by the Agreement relative to the CAMP Italy project, i.e. by May 1, 2016.

### **Remuneration**

For these services, the National Coordinator will be paid 3,000 Euro every month (gross), making the total maximum of 72,000 Euro over 24 months. The contract will be signed on a yearly basis, starting from May 1, 2014. Namely, separate contracts for each budget year will be made, i.e. for the year 2014, 2015 and for 2016. The payments will be effectuated on a bi-monthly basis if not specified differently. After the expiration of each two-month period, the payments will be made after the consultant submit a two-month activity report, and after the respective outputs, for which the consultant is responsible, will be submitted. The payment will be made after the clearance by PAP/RAC. The consultant is required to submit each report in English, in electronic form (Word).