



**THE SYSTEMIC AND PROSPECTIVE SUSTAINABILITY ANALYSIS
SPSA**

Workshop I

**30th September –1st October, 2002
CAMP Lebanon**

Facilitated by Simon Bell, Blue Plan SPSA Consultant

**Hosted by the Municipality of Damour
Reported on by the SPSA Local Team Co-ordinator (Mada)**

Beirut, November 2002

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THE SYSTEMIC AND PROSPECTIVE SUSTAINABILITY ANALYSIS (SPSA)
CAMP Lebanon

Workshop I
30th October –1st November, 2002
Hosted by the municipality of Damour

Introduction

This report covers the process and outcomes of the first workshop on Systemic Sustainability and Prospective Analysis (SPSA) as part of the Coastal Area Management Programme (CAMP) undertaken by the Lebanese Ministry of Environment and the Mediterranean Action Plan (MAP).

This workshop is the first of four workshops, planned from September 2002 – August 2003, to develop the Sustainability Indicators. The workshops are divided to cover all 12 stages of SPSA learning cycle (see slide 8, Simon Bell's presentation – Annex C), and remaining workshops are organized as follows:

- Workshop II (tentative date, December 13-14, 2002): Continue working on step 6, and work thorough steps 7 and 8.
- Workshop III: Work through steps 9 & 10.
- Workshop IV: Complete steps 11 and 12.

SPSA is the name of an established method to understand sustainability by means of indicators. It involves 12 stages which, step by step, helps teams to understand what sustainability is and to create indicators which can be monitored in order to find out if sustainability is improving or worsening.

The tasks to be implemented within the SPSA (from September 2002 to September 2003) are:

- identification and agreement on the system, the stakeholders and the main sustainability indicators;
- participatory development of the systemic and prospective sustainability analysis with description and assessment of the system by main indicators;
- development of scenarios for future trends making use of key-indicators;
- provision of inputs to final Project documents and post Project activities;
- proposal for dissemination of results for scientific and lay communities;
- proposal for sustaining SPSA activity beyond the life of this specific project.

Objectives and Expectations of Workshop I

The main **objective** of this workshop is to provide the Lebanese SPSA team, CAMP project thematic teams and the municipalities of Damour, Sarafand and Naqoura with an understanding

of and competency in the use of SPSA, and the development of a series of sustainability indicators.

At the beginning of the workshop participants' were asked to set out their **expectations** of the SPSA process. These will be reviewed at the end of the fourth workshop. At this time the expectations were as follows:

- How to integrate Sustainability Indicators (SI s).
- We want to establish indicators.
- Use SI s to plan and evaluate with municipalities.
- To plan for the future.
- To think together of a vision of what we want to achieve, and to own this process.
- Express abilities.
- Organise data.
- To think about objectives and views.
- Move from theory of sustainability to practice.
- Deal with lack of data.
- Develop environmental awareness.
- Identify indicators for local community and heritage.
- To provide environmental information.
- Assisting and helping with SI development.
- Linking indicators to other CAMP projects – holistic view.
- Techniques to develop SI s.
- How to use SI s at a local level.

Participants

A list of participants is attached in Annex A.

Programme Agenda

The provisional and actual agendas are attached in Annex B.

Presentations

Goals:

- 1. To explain the context of CAMP and Blue Plan Regional Activity Centre.**
- 2. To introduce the main concepts of sustainability, sustainability indicators (SI s) and systemic and prospective sustainability analysis (SPSA).**
- 3. To introduce Soft Systems Methodology (SSM)**
- 4. To introduce LEDO.**
- 5. To introduce Blue Plan's work on Sustainability Development Indicators.**

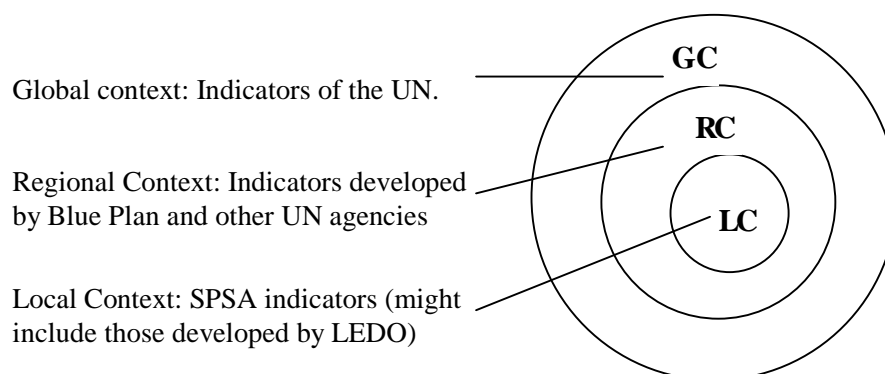
Elisabeth Coudert, Blue Plan. (Presentation Attached – Annexes C and G)

Simon Bell, consultant to Blue Plan. (Presentation Attached – Annexes D and E)

Lamia Chamas, Ministry of Environment. (Presentation Attached – Annex F)

The main discussion points around the presentations were as follows:

- What is the relationship between indicators and the availability of a data bank? Data is essential and there are internationally and nationally available statistics. The link is to make use of this information and develop indicators that are relevant to what people want to know about the sustainability of their own environment.
- Indicators have already been established with Blue Plan’s assistance so how is this going to be linked with the SPSA approach? To develop an agreed upon perspective of the area and then to develop a pool of indicators and link to existing ones.
- The term ‘indicator’ is being referred to without a brainstorming of what it actually means so that the whole group can be on the same wavelength? This will take place as a process throughout the workshop.
- Most of the work in this kind of field is complex and contested, how do we develop indicators that people agree on if people do not agree on their basis?
- What is the link between the already developed 130 indicators and participatory indicators we are supposed to develop with communities we work in? These are only suggestions and are not compulsory.
- Did the Blue Plan take into account the UNDP Arab Human Development Report indicators for governance since only three have been developed in Blue Plan? It is our decision to look at not only Blue Plan’s indicators but also that of the UN, regional criteria or any other local indicators and choose what is relevant to us. The variety of indicators was described as a set of three concentric circles as follows:



- Eventually who takes over indicator verifications at municipal levels? How can we ensure that SPSA process is sustainable when municipality councils change? By producing a set of impressive indicators that are exciting for local authorities and which will instigate new councils to carry on the work. The difficulty is in sustaining SPSA in the long term – ultimately, it is politicians who have to adopt SPSA. But in the meantime, we need to work

with co-operating municipalities while they are still in office and creating effective marketing activities to push the message across to local communities. It helps to think that sustainability of the project is also within the sustainability of attitudes and ways of thinking, and not just an institutional framework.

Outcomes of Team Activities

Rich Pictures

Goal: *For each mixed team to create a visual image of the challenges and opportunities in the environmental situation they see in Lebanon and inform other groups about their drawings.*

Picture I

- We are fighting against time ('chasing windmills' like Don Quichote) – empty dreams.
- There is no development in the fields of agriculture and fishery – no technological advances.
- Elections are about empty promises and local committees are papers on shelves.
- Many have dreams and hopes but the door is often closed unless they use 'wasta', i.e. personal connections with powerful persons or groups.
- Brain drain and emigration without return due to high unemployment rates.
- Some people, like the CAMP team, are hopeful and attempt to make changes but are shocked with the amount of existing damage in urban plans.
- The team's main role is to be 'the ears of the community' and to link resources (expertise, information, and funds) to deal with community challenges.
- Many people are entrepreneurs but individualistic – it is time to join forces so that we can speak as 'we' instead of 'I'.
- We talk about development but what is development?
- There are not enough laws and those that exist are not implemented nor developed.
- Cultural heritage exists but it is used for hanging laundry, putting them on postcards, and the occasional tour guides - no planning, rehabilitation nor development.

Plenary reflections: This picture is an archive, the "story of the project to date" with the possibility of coming up with new ideas throughout the CAMP process. There is less emphasis on environmental challenges but what is positive is the focus on local participation and the importance of teamwork. What is also unique is that there is a piece of every person in that group in the picture.

Picture II:

- Waste disposals next to the sea.
- People pay taxes but municipality funds are denied to and stolen from villages by the central government.
- Forests are burnt, some naturally but most are destroyed from sand and stone quarries.
- Industries are major pollutants.
- Houses on the beach deny access to the sea.
- Dead fish from industrial pollutants and sewage.

- Sewage is released in the sea and people swim there.
 - Noise pollution from haphazard industrial and small business permits among homes.
 - Hospitals throw hazardous waste in regular waste containers.
 - The political echelon is top to bottom; all decisions are made on top.
-
- The role of the team is to discover problems and work on awareness raising (workshops, seminars and the media) to reach solutions with local communities.
 - If we are unable to improve the environmental situation, at least we need to work on stopping breaches.
 - The military controls national decisions – it feels like we are sitting under a ‘military boot’.

Plenary reflections: Picture II describes not only what is but also what the group would like to see, i.e. emphasis on political aspirations. It touches on the issue that part of the sustainability culture mindset is democratisation. What this picture could look more closely at are positive experiences such as waste management case studies.

Picture III:

- Urban growth is eating up rural agricultural areas.
- National policy is controlled by the military and chaotic capitalism, which only seeks short term return.
- Impact of the war reflects on the lack of monitoring.
- Awareness raising activities are useful because they directly help farmers and fishermen.
- Emigration without return.
- Waste continues to grow – no means to reduce or recycle.
- Some people are keen on making positive changes but politicians do not care.
- An important task of the team is to find innovative job creation as part of environmental conservation efforts.

Plenary reflections: The focus in this picture is on emigration linked to lack of job opportunities and the importance of addressing job creation as part of environmental and development plans. The link described between funding and environmental policies is interesting but what is missing is the role of stakeholders and their role in natural resource management.

Picture IV

- Parts of the beach in Naqoura are blocked by the presence of UNIFIL soldiers and their garbage – they represent the whole world but they are not the best example in hygiene.
- Pollution in Naqoura is not high.
- Naqoura municipality is victim of the Israeli occupation – no employment opportunities.
- There is a barrier between the municipality and people but there are some areas of co-operation – one example is that 90% of local taxes are paid.
- Some municipalities have money but do not spend them in an efficient manner.
- People’s dreams or aspirations for the future are bleak.
- There is a red line between citizens and national authorities who are good at talking but do nothing.

- For every project, the politician asks, “How much will I get out of this” instead of “How will this be of benefit to society”.
- Foreign funds are promised to keep the lid on political issues and to render the country in a hopeless state.
- The government meets but not out of interest for the nation, just personal interests.
- Lack of co-ordination among government ministries and administrations to co-ordinate funds and work.

Plenary reflections: Picture IV stresses that heritage is about culture but also old houses and buildings. It also reflects the difficulty of creating relationships between people and municipalities, which requires time and a methodology. However, the team should not assume that diversity in a municipal council is negative; on the contrary, it can be exciting in working with people.

Tasks and Issues

Goal: To identify 5 priority tasks (what needs to be done), and 5 priority issues (problems) out of rich pictures.

N.B. Not all of the tasks and issues identified need to be necessarily linked. Rich pictures allowed for divergent thinking, considering all complexities while this exercise required convergent thinking.

Group I

Issues	Tasks
<ul style="list-style-type: none"> ⊙ Lack of sustainability of haphazard urban growth (unplanned spending on public works and irrevocable change in agricultural lands). 	<ul style="list-style-type: none"> ✓ Linking environmental sustainability to economic sustainability through long-term projects that are for the public interest and for the preservation of the environment.
<ul style="list-style-type: none"> ⊙ Loss of natural and cultural heritage. 	<ul style="list-style-type: none"> ✓ Creating sound economic opportunities that protect what is left of the natural and cultural heritage. ✓ Strengthening the role of the Archaeological Department to protect national heritage and to interact with local communities and municipalities.
<ul style="list-style-type: none"> ⊙ Solid waste disposals. 	<ul style="list-style-type: none"> ✓ Finding solutions to treat solid waste through economic and technical incentives (such as garbage separation, composting for farming).

- ⊙ Lack of interaction between local authorities and local communities (including residents) to encourage sustainable projects. → ✓ Activating role of local committees (in the short run) and seeking to develop municipal laws that take into account residents.
- ⊙ Negligence of sea environment in most planned or implemented studies for beach projects.

Group II

Issues	Tasks
⊙ Centralised decision-making processes. →	✓ Structural changes in decision-making processes through local participation.
⊙ Tremendous lack of awareness-raising. →	✓ Working on awareness-raising in schools and universities.
⊙ Environmental breaches that affects all resources. →	✓ Halting environmental breaches.
⊙ Lack of application of environmental laws and not putting the environment as priority. →	✓ Finding clear environmental policies that can implemented.
⊙ Administrative, political and economic corruption. →	✓ Fighting corruption on all levels by nurturing a sense of trust between citizens and government for responsibility sharing.

Group III

Issues	Tasks
⊙ Urban expansion at the expense of agricultural and forest resources. →	✓ Protection of agricultural and forest resources while creating job opportunities.
⊙ Sea pollution due to sewage pipes. →	✓ More consideration for public health.
⊙ Mismanagement of waste. →	✓ Putting in place a holistic management system to reduce the size of waste.
⊙ Authorities' lack of attention to citizens. →	✓ General awareness raising for citizens on the environmental and health situation.
⊙ Short-term views and lack of future planning.	✓ Efficient treatment of household and industrial sewage.

Group IV

Issues	Tasks
⊙ Lack of sufficient human resources and expertise at municipal levels. —————>	✓ Capacity building of municipal boards.
⊙ Lack of comprehensive and environmentally sensitive planning regulations. —————>	✓ Develop planning policy guidance in a sustainable manner.
⊙ Pollution of environment (waste water, industries, solid waste disposal). —————>	✓ Pollution reduction plans (sewage network, solid waste management).
⊙ Degradation of cultural resources – identity, local values etc. —————>	✓ Integrating (proper management) of cultural resources into planning policy guidance.
⊙ Decrease of arable land.	✓ Increase public awareness.

Set of Indicators by Priority and Theme

Goal: To identify 30 indicators by reflecting on the Rich Picture, Tasks and Issues, and then reconciling all indicators in one schema by theme of indicators.

The indicators do not cover what a certain criteria needs but they are suggestive of what might be useful to look at, and are divided into the following main clusters: agriculture, urban, local management, heritage management, socio-economic factors, tourism, alternative energy, and environment (with sub categories: air, green spaces, water, waste water, solid waste, and activities.).

CLUSTER		→		
P R I O R I T Y	Agriculture		Urban	Local Management
	% Use of chemicals	Loss of agricultural land	Rate of urbanization	% of local community participating in decision-making
	% Use of organic manure	Agricultural budget relative to general budget	Loss of agricultural land	Communication between municipality and local community
	Competition of imported agricultural products to local produce	Farmers' trust in the agricultural calendar	Annual sea fills	Election programme based on developmental and environmental plans
	% of exports to the total annual agricultural products	Implementation of protection laws for local agriculture	Receding coast line	% of joint projects implemented by municipalities and NGOs from those of NGOs alone
	Quality of products for local and foreign markets	Agricultural agenda	Breaches – illegal constructions	Relevance of projects, expertise and information to local community needs
	Sale of agricultural produce	% of greenhouse agriculture (non organic)	Legal construction space	% of voters of municipal council who live in community
	Geographical distribution	% of non-irrigated agriculture	Population size	Communication network between departments for database
		% of irrigated agriculture	Classification projects (local and national)	Number of annual environmental activities done by municipalities
		% of protected agriculture	Renovation of old buildings	
	Agricultural projects dependent on river irrigation	Number of houses and coastal distribution		

P R I O R I T Y	CLUSTER →			
	Heritage Management	Socio-economic	Tourism	Alternative Energy
	New sites added to the national list	% of unemployment	Number of eco-tourism projects	% of solar energy used for water heating and electricity
	% of spending on heritage renovation	Immigration	Number of reported food poisoning cases	% of biogas energy out of total energy used
	Real value of cultural heritage	Average population growth	Number of public beaches	
	Number of visitors to archeological sites	% of illiteracy		
	% of renovation requests for old buildings	% change in population during summer and winter seasons		
	% of return on cultural tourism	Occupation according to age		
	Number of local festivals related to economic and social benefit	Age groups		
		% of money spent as bribe from total cost of project		
		Government expenditure on awareness campaigns		
		Number of public awareness campaigns		
		% of active NGOs		
		Number of promises implemented by 'elected' officials		
		% of budgets of interior and foreign ministries		
		Children's mortality rate		

P R I O R I T Y	CLUSTER → (Environment)			
	Air	Green Spaces	Water	Waste Water
	Number of stations to measure air pollution	% loss of natural green spaces	Cleanliness of drinking water	Presence of water treatment plants
	% use of chemicals that are harmful to the ozone layer	Size of forests relative to total area of Lebanon	% sea pollution and surface water	% of treated waste water
		Desertification	% of polluted water from imported waste	Type of waste water (domestic, industrial)
		Green spaces (public gardens, reforestation)	Quality of surface and underground water	% pollution of water from sewage
		Nature reserves (sea, river, forests, swamps)	% of underground water consumption (wells)	Number of monitoring stations for sea pollution
		Number of protected forests	Individual average use of water	Number of waste sea outlets
		Animal resources (wild, birds, fish)		% of houses connected to sewage network
				Type of filters for water treatment

CLUSTER		→
P R I O R I T Y	Environment	
	Solid Waste	Activities
	Amount of hazardous waste from hospitals	Number of NGOs working on environment
	Criteria for landfills	Environment awareness programmes (TV, internet)
	% of waste separation and recycling compared to total waste	Environment laws that are implemented and followed up
	Composition of waste	Number and type of NGOs in local community
	Amount of recycled waste	Human resources on environment issues
	Average amount of household solid waste	Planned and implemented environmental sea activities
	Waste water disposal	Budget allocated for environment
	Septic tanks vs. sewage network	
	Household garbage	
	Increasing or decreasing "mountain of waste"	
	% of waste sorting done by poor people	
	Quality control	
Treatment of solid waste		

SPSA Lebanon: What We Want to Achieve and How

The following exercise was meant to clarify what we mean by SPSA team and what we expect to achieve and how.

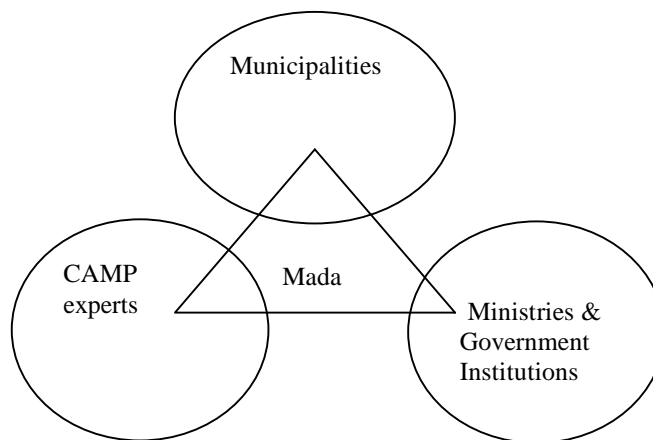
CATWOE for Lebanon's SPSA team

- o Who is the **C**ustomer? (project beneficiary)
- o Who are the **A**ctors?
- o What is the **T**ransformation for the project? (what changes are sought)
- o What is the **W**orldview or assumption behind the transformation?
- o Who is the **O**wner?
- o What are the **E**nvironmental constraints for SPSA? (social, cultural, economic etc.)

Customers

- o Municipalities + CAMP area
- o CAMP experts and others (researchers)
- o Local communities
- o Relevant government ministries and departments

Actors



Transformations

- Identifying and focusing on main problems.
- Finding indicators that help in planning and taking appropriate participatory decisions.
- Setting clear objectives.

Worldview

- ✦ Lessons learnt from other experiences and case studies.
- ✦ Participation
- ✦ Knowledge about indicators and methodology.
- ✦ Willingness to put an effective implementation framework.
- ✦ Availability of general policies that take into account environmental issues.

Owner

- ✓ Municipalities

- ✓ Ministry of Environment
- ✓ Related ministries and departments
- ✓ Community organizations

**Environmental
constraints**

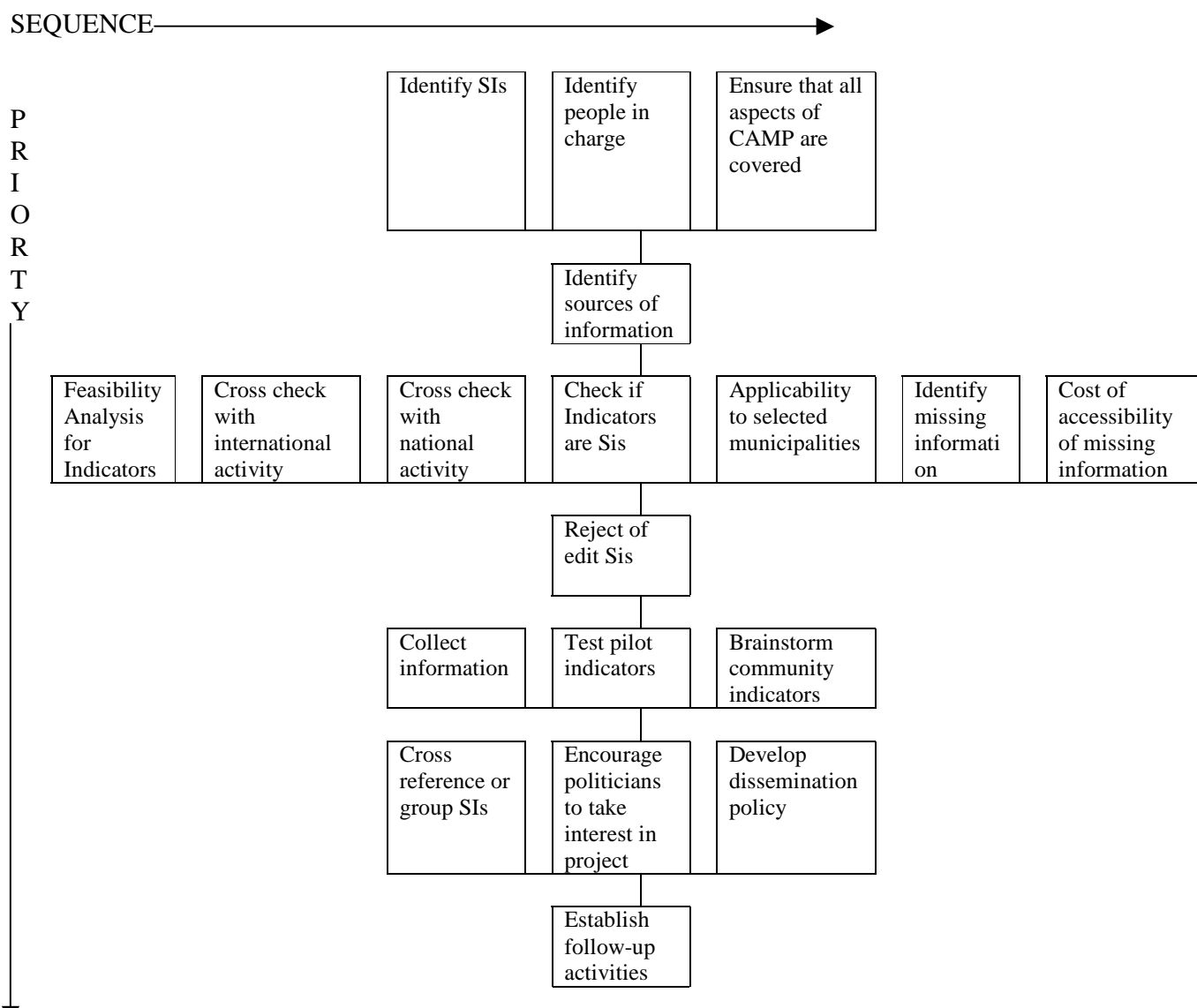
- ⊙ Present damage
- ⊙ Lack of awareness
- ⊙ Politics
- ⊙ Funding
- ⊙ Unimplemented laws
- ⊙ Haphazard projects
- ⊙ Short term interests and planning
- ⊙ Conspiracy theories

The Root Definition

A participatory development project for sustainable indicators, created and developed by a team of municipalities, experts, local organizations, related government departments and ministries, in co-ordination with Mada and under the supervision of Blue Plan, for the benefit of this team and other researchers and municipalities in the CAMP area, to identify and focus on main problems, and to find indicators that help in participatory planning and appropriate decision-making. This process takes into account participation, knowledge of a methodology and lessons learnt from other experiences, the willingness to implement, and the sustenance of responsibility that lies with the municipalities, and relevant ministries. The process also recognizes the challenges of dealing with short-term interests and planning, existing damage, political and financial constraints, as well as unimplemented laws.

Activity Plan for SPSA

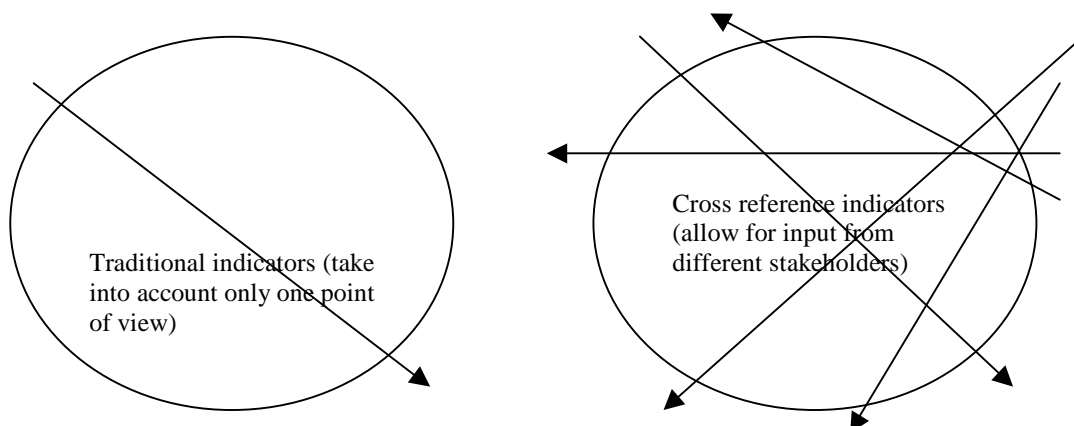
The following is an activity plan in priority and sequence of activities, developed to achieve the root definition and preliminary indicators:



General discussion and evaluation points:

- When talking about sustainability of responsibility, when do we need to decide who takes over, and can we speak on behalf of municipalities? The picture will be clearer in six months, but for now, it is important to get the project off the ground. The assumption is that participants in the process would want to carry indicators forward.

- Even if municipal councils change, community problems are the same. The trick is to put in place local community processes for raising concerns and keeping pressure on those in power to act.
- One of the features of SPSA is marketing of indicators to make them as attractive as possible for as many people as possible. The focus is on outreach but also on politics because in the end politicians have to carry the process forward.
- The success of the workshop depends on whether indicators help us with problems identified.
- When are indicators statistics and not indicators? Statistics are inferences of tendencies and can be indicators. Indicators tell us something meaningful about change or stability.
- A concern was raised that we might be outlining tasks (in the exercise on issues and tasks) much beyond our capacity to influence. It was stressed that the problems we face are almost always invariably beyond the capacity of any project and the teams working within it. This is true of all Agenda 21 programmes. We might not be able to control these variables but we can measure them. These measurements then can be used for leverage in political discussions. We will be providing the information to guide the process.
- In the process of this workshop, it was obvious how little reference is made to alternative energy within CAMP project as a whole, for instance, there is no thematic team working on that. The issue is not a priority in MAP.
- It is important that we link what we are doing with the objectives of the Barcelona Convention, that our main objective is the protection of the natural resources in the coastal areas of Lebanon.
- Indicators will help us (municipalities) especially when we participate in creating and developing them. It is our responsibility to keep integrating them in our plans.
- The Rich Pictures helped us look at the big picture but when it came down to indicators, they were more specific and traditional – we lost some qualitative issues. So how to take into account attitudes, behaviours etc. in indicators which are more difficult.



Next Steps

As an entry point into the second SPSA workshop, SPSA local team is expected to:

- ✓ Develop 70-90 agreed-upon indicators with thematic teams and municipalities, in addition to new indicators from Participatory Rapid Appraisal (PRA) by the end of November 2002.
- ✓ Out of the approximately 90 agreed upon indicators, 30 indicators should say how they will be measured and by whom (these would not include bands yet – this will be picked up in the second workshop).
- ✓ Ensure a balance between qualitative and quantitative indicators, looking at those already developed in LEDO and Blue Plan.
- ✓ Encourage thematic teams and municipalities to think of gaps – compare to previously developed indicators.

Second SPSA Workshop

The second SPSA workshop is scheduled for Friday and Saturday, 13-14 December, 2002, to be hosted by the Sarafand municipality and attended by all those present at the first workshop. It is expected to achieve the following:

- ❖ To finalise list of SI indicators for the whole CAMP project
- ❖ To set the bands of equilibrium for each indicator.

Annex A:

List of Participants

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Annex B:

Provisional and Actual Agendas



MAP / Blue Plan - PAM / Plan Bleu
 Lebanon / Ministry of Environment – Liban / Ministère de l'Environnement
 1st training Workshop on systemic and Prospective sustainability analysis within camp “Lebanon”
 Beyrouth, 20th – 21st September 2002



1^{ER} ATELIER DE FORMATION A L'ANALYSE SYSTEMIQUE ET PROSPECTIVE DE DURABILITE DANS LE PAC « LIBAN »
 Beyrouth, 20 – 21 septembre 2002

Provisional agenda – Ordre du jour provisoire

Friday 31 May / Vendredi 31 mai		Saturday 1 st June / Samedi 1er juin	
9.00 9.30	<i>Participants : SPSA team / Equipe ASPD</i> S1 - Opening Session / Session d'ouverture <ul style="list-style-type: none"> • Lebanon / Liban (15') • Blue Plan / Plan Bleu(15') S2 – Introduce SPSA / Introduction à l'ASPD <ul style="list-style-type: none"> • Presentation / Présentation • Discussion 	09h30 11h00	<i>Participants : SPSA team / Equipe ASPD</i> S6 - Develop Sustainability indicators / Développer les indicateurs de durabilité <ul style="list-style-type: none"> • Rich picture / Image fertile
09.30 11h00			
11h00 11h30	Coffee break / Pause-café	11h00 11h30	Coffee break / pause-café
11h30 13h00	<i>Participants : SPSA team / Equipe ASPD</i> S3 – Introduce SPSA / Introduction à l'ASPD <ul style="list-style-type: none"> • Brainstorming / Séance de remue-méninges • Rich picture / Image fertile • Sustainability Indicators / Indicateurs de durabilité 	11h30 13h00	<i>Participants : SPSA team / Equipe ASPD</i> S7 - Develop the Sustainability indicators / Développer les indicateurs de durabilité <ul style="list-style-type: none"> • Root definition / Définition de base
13h00 14h30	Lunch / Déjeuner	13h00 14h30	Lunch / Déjeuner
14h30 16h00	<i>Participants : SPSA team, members of other teams, local stakeholders / Equipe ASPD, membres des autres équipes, acteurs locaux</i> S4 – Working groups with stakeholders / Groupes de travail avec les acteurs <ul style="list-style-type: none"> • Rich picture / Image fertile 	14h30 16h00	<i>Participants : SPSA team / Equipe ASPD</i> S8 – Develop the Sustainability indicators / développer les indicateurs de durabilité <ul style="list-style-type: none"> • Sustainability indicators / Indicateurs de durabilité
16h00 16h30	Coffee break / Pause-café	16h00 16h30	Coffee break / Pause-café
16h30 18h00	<i>Participants : SPSA team, members of other teams, local stakeholders / Equipe ASPD, membres des autres équipes, acteurs locaux</i> S5 - Plenary session with stakeholders / Session plénière avec les acteurs <ul style="list-style-type: none"> • Feed back / Retour d'information 	16h30 18h00	<i>Participants : SPSA team / Equipe ASPD</i> S9 – Review / Bilan <ul style="list-style-type: none"> • Review of the work done / Bilan du travail réalisé • Work to do / Travail à faire

One major difference between the planned agenda and the actual one was the presence of different stakeholders throughout the two-day workshop: municipality and government representatives in addition to CAMP thematic teams.

<p>DAY ONE</p> <p>S1 - Opening Session</p> <ul style="list-style-type: none"> • Lebanon • Blue Plan <p>S2 – Introduce SPSA</p> <ul style="list-style-type: none"> • Participants’ expectations • Presentation of SPSA • Discussion <p>S3 – Rich Picture</p> <p><i>Working groups and plenary</i></p> <ul style="list-style-type: none"> • Rich picture • Presentation • Cross reference on Rich Pictures <p>S4 – Tasks and Issues</p> <p><i>Working groups and plenary</i></p> <ul style="list-style-type: none"> • Tasks and Issues • Presentation <p>S5 – General Discussion</p> <ul style="list-style-type: none"> • Questions and Answers • Malta’s experience 	<p>DAY TWO</p> <p>S6 – Develop Sustainability Indicators</p> <p><i>Working groups and plenary</i></p> <ul style="list-style-type: none"> • Develop 30 indicators • Set indicators in clusters and priority • Presentation <p>S7 – CATWOE and Activity Plan</p> <p><i>Working groups and plenary</i></p> <ul style="list-style-type: none"> • Root definition • Activity Plan • Cross reference on group work <p>S8 – General Discussion</p> <ul style="list-style-type: none"> • Questions and Answers <p>S9 – Review and Evaluation</p> <ul style="list-style-type: none"> • Review of the work done • Informal evaluation • Work to do
--	---

Annex C:

Presentation of Blue Plan



Le Centre d'Activités Régionales du Plan Bleu du Plan d'Action pour la Méditerranée / *Blue Plan Regional Activity Center of Mediterranean Action Plan*

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Plan Bleu / *Blue Plan*

**Centre d'études prospectives des relations
Environnement - Développement / *Centre for
prospective studies on Environment -
Development relationships***

A quatre niveaux / *At four levels:*

- Global méditerranéen / *Mediterranean global*
- Niveau des pays / *Countries level*
- Global côtier / *Coastal global*
- Local côtier / *Coastal local*

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Plan Bleu / *Blue Plan*

**Centre support de la Commission
Méditerranéenne de développement Durable
/ *Support centre for the Mediterranean
Commission for Sustainable Development:***

- Eau / *Water*
- Indicateurs / *Indicators*
- Tourisme / *Tourisme*
- Gestion des villes / *Urban management*
- Libre-échange / *Free-trade*
- Financement / *Financing*
- Développement rural / *Rural development*

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Plan Bleu / *Blue Plan*

**Renforcement des capacités d'observation
de l'environnement et du développement
durable / *Capacity building for observation of
environment and sustainable development***


- Observatoires / *Observatories*
- Statistiques - MEDSTAT / *Statistics - MEDSTAT*
- Indicateurs / *Indicators*
- Rapport / *Reporting*

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**Les pays riverains de la méditerranée
et leur régions côtières
The riparian countries and their coastal regions**

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Niveau côtier local / *Local coastal level*

- 9 PAC ou projet côtier réalisés / *9 CAMP
or coastal project completed*
- 2 PAC en cours / *2 CAMP in progress:*
 - Liban / *Lebanon*
 - Algérie / *Algéria*

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Outils au niveau côtier local / Tools for local coastal level

- ❑ Analyse systémique / *Systemic analysis*
- ❑ Prospective : explorer des situations futures, vision à long terme / *Prospective: explore future situations, long term vision*
- ❑ Indicateurs de développement durable / *Sustainable development indicators*
- ❑ Participation des acteurs / *Participation by actors*

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Analyse Systémique et Prospective de durabilité / *Systemic and Prospective Sustainability Analysis*

- ❑ Développée conjointement par le Plan Bleu et par Simon Bell et Stephen Morse (RU) / *Developed jointly by Blue Plan and by Simon Bell and Stephen Morse (UK)*
- ❑ Testée et validée dans le cadre du PAC « Malte » / *Tested and validated within CAMP « MALTA »*

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ASPD / SPSA

Décrire, évaluer et explorer le niveau de durabilité d'un système choisi à l'aide d'indicateurs dans le passé, le présent et le futur

/

Describe, assess and explore the level of sustainability of an agreed system by the use of indicators in the past, present and future

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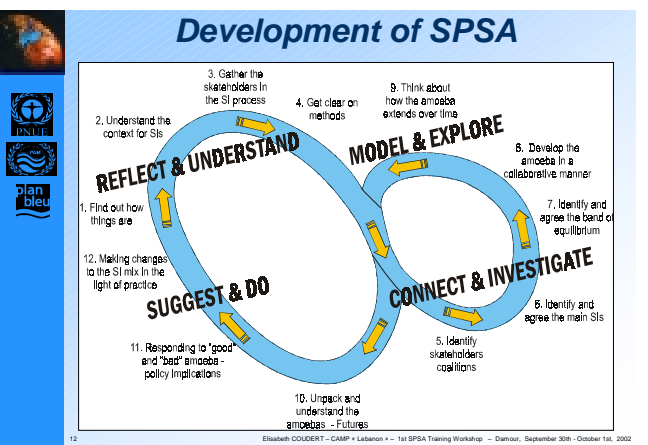
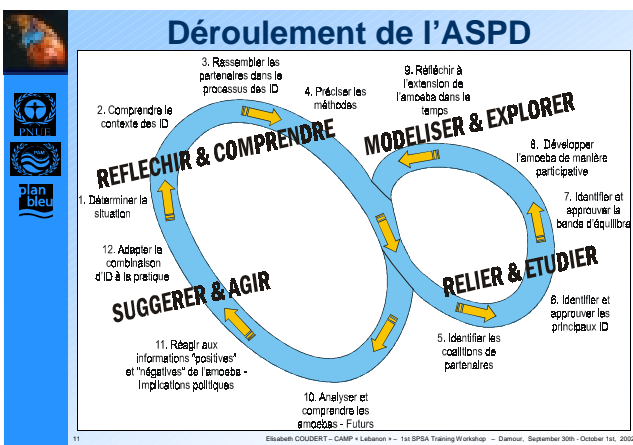
ASPD / SPSA


Contribuer au choix d'objectifs chiffrés à atteindre et suivre les progrès vers le développement durable à partir d'indicateurs clés

/

Contribute to choose quantified objectives to attain and follow progress towards sustainable development according to key indicators

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L'Analyse Systémique et Prospective de Durabilité du PAC « Liban » sera mise en œuvre et pleinement soutenue par le Plan Bleu, avec le Dr Simon Bell, consultant

The Systemic and prospective sustainability analysis within CAMP « Lebanon » will be implemented and fully supported by Blue Plan, with Dr Simon Bell, consultant

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Annexe D:
Systemic and Prospective Sustainability Analysis
présentation

Systemic and Prospective Sustainability Analysis: Participatory SI Development



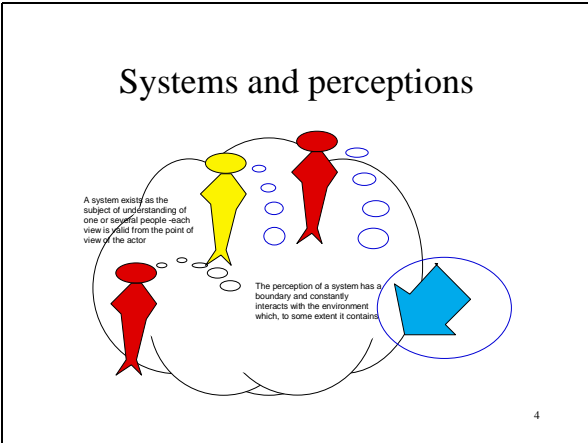
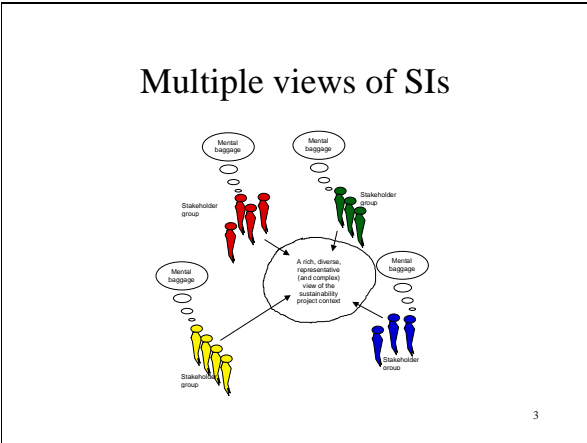
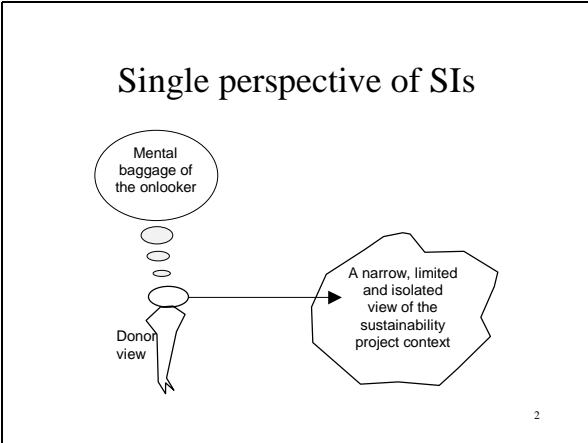
Systems Discipline at
the Centre for Complexity and Change
Technology Faculty
Open University
Milton Keynes
MK7 6AA

Dr. Simon Bell

Telephone: 01953 604594
Fax: 01908 654825
Email: s.g.bell@open.ac.uk
Website: <http://www-tec.open.ac.uk/cc/profiles/sbell.htm>

Southern Cottage, Green Lane, Wicklewood, Norfolk, NR18 9ET

1



H O R I Z O N T A L
 V E R T I C A L
 D I A G O N A L
 C O M P L E X

- Hand over the stick
- They can do it
- Use your own best judgement at all times
- Sit down, listen, learn, respect
- Unlearn
- Relax
- Embrace error
- Forgive
- Don't rush
- Ask them
- Have fun
- Be nice to people

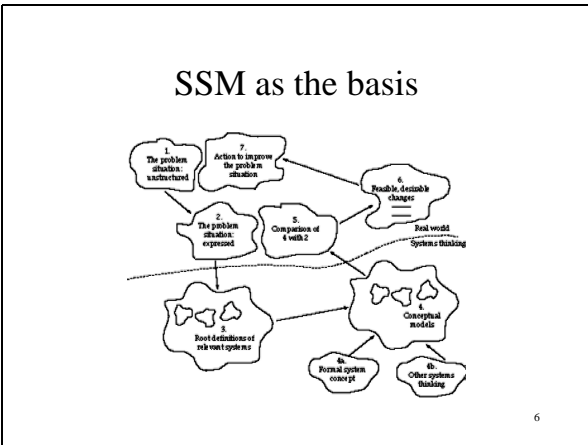
Behaviour

Methods Sharing

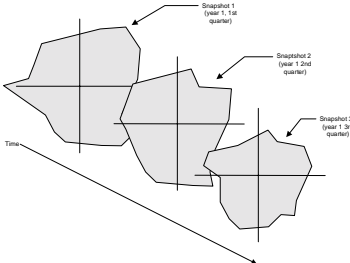
Interview, map, model, rank, score, analysis, diagram, present, plan, observe, list complex, count, estimate, act, monitor, evaluate

- Participants share their knowledge and analysis with each other and other participants
- All share experiences of living, food...
- Organizations, business share their training camps, experiences with others - NGOs, Government, Universities, Donors...
- Partnership

5

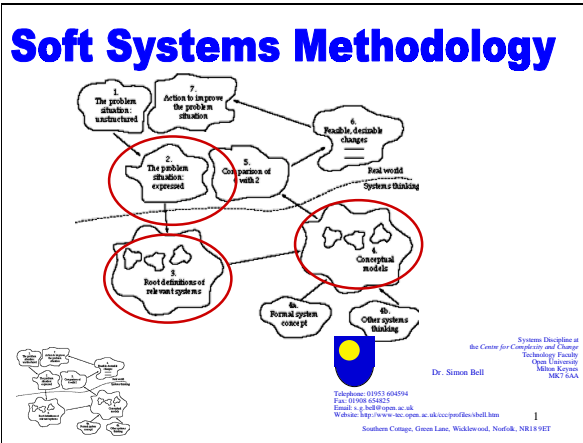


Extending the Amoebae over time



Annex E:

Soft Systems Methodology Presentation



At the end you should be able to..

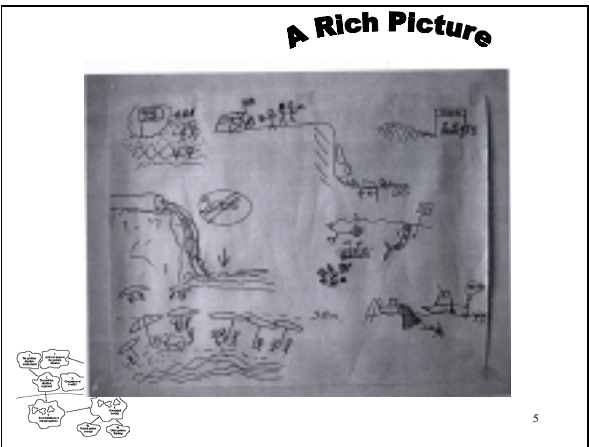
- Begin to understand the situation with a rich picture
- Draw out a relevant system of interest
- Develop it into a root definition
- Produce an activity plan
- Map the root definition and activity plan for a project Logical Framework

The method for the day

- To talk about an element of the soft approach
- To describe a case study
- To encourage you to undertake the process

First...

- Produce a Rich Picture including Structures and Processes
- This enables you to capture in a cartoon like diagram
- Important elements of the project context
- Things that you need to take into account in the planning
- Case study and then 45 minutes for this



In producing the picture you..

- Consider your project context in terms of
- The Structures and Processes involved
- Both formal, 'hard' Structures and Processes
- And 'soft' and informal Structures and Processes

Next..

- From the Rich picture draw out
- Some major tasks that need to be addressed
- and/or:
- Some major issues which need to be taken into account
- Case study and then 15 minutes to do this



7

Time to Focus

- Select 1 task or issue
- This will be the basis for the project you are to carry on with
- Be sure it is doable
- Be sure you are sure (talk it though)
- Case study then 15 minutes for this



8

E.g. an example of a Relevant System

‘A Project System to gain a clear understanding of the existing health provision and develop policy to guide future provision’



9

More Focus

- For your chosen system of interest..
 - Who is the Customer? E.g. a project beneficiary
 - Who are the Actors?
 - What is the transformation for the project?
 - What is the worldview or assumption behind the transformation?
 - Who is the owner? E.g. donors?
 - What are the Environmental constraints?



- CATWOE
Case study then 45 minutes for this

10

CUSTOMERS	Blue Plan Ministry of Environment Tourists?
ACTORS	Tourism team Blue Plan
TRANSFORMATION	To gain insights into health provision and to improve provision for tourists
WORLDVIEW	Willing to change? Satisfy EU demands
OWNER	Senior Managers, Blue Plan, Ministries
ENVIRONMENTAL CONSTRAINTS	Resources & Skills

E.g. a CATWOE



11

Focus further

- The vision statement for the project
- The Root Definition
- 30 - 40 words
- Summing up what and who will do what and why
- Case study and the 45 minutes for this



12

A Root definition can be:

- A *title* project, produced and developed by *actors* for *customers* in order to achieve *transformation* within *constraints*, taking into account *worldview* with responsibility held by *owners*.



13

:"An Environmental Health Project designed and enacted by the WHO Collaborating Centre for the Tourism Ministry to understand the health impacts on Tourists using the coastal zone, and to improve policy. Assuming willingness to make changes, under constraints imposed by stakeholders and existing knowledge to be owned by MAP, Government Agencies (MTA)".

Root Definition



14

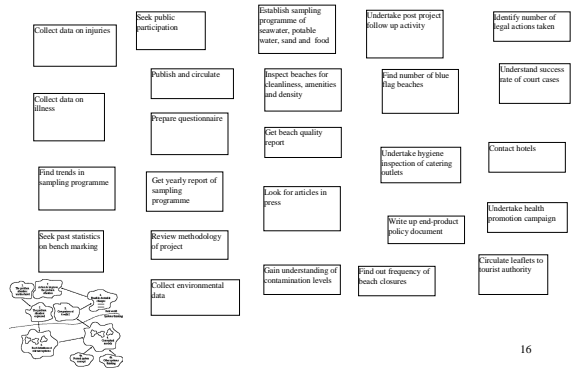
Turn the Definition into an activity plan

- Use Postit notes to
- Set out all the activities
- Which this Root Definition needs
- First brainstorm
- Then cluster
- Then prioritize
- Case study then 45 minutes



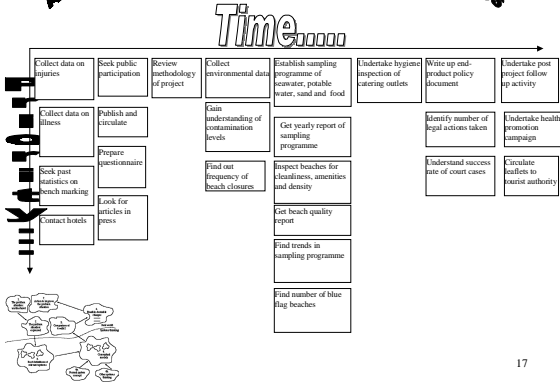
15

Activities/ Brainstorming



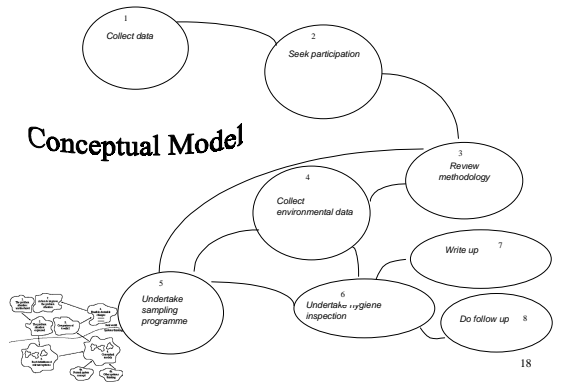
16

Activities - clustering to sort out priorities



17

Conceptual Model




18

ACTIVITIES RESULTS AND OUTPUTS INDICATORS

- 1. Collection of data on injuries/illnesses from records and hotels.** Trends on illnesses related to Hotels. Gastroenteritis cases per week. Past Statistics Bench Marking
- 2. Seek public participation.** Publish and circulate periodically project information leaflet identify and meet stakeholders. Prepare questionnaire for Local Councils, Healthcare professionals, Tourists. Increased public awareness Identification of stakeholders Number of representations received. Number of articles in the press. Number of meetings held. Number of issues published and circulated.
- 3. Review methodology of project.** Revised methodology. Number of changes made.
- 4. Collect Environmental data** (e.g. sewage overflows) Increased knowledge of contamination and pollution levels. The frequency of beaches closed to bathing per year
- 5. Sampling programme of seawater, potable water, sand and food.** Beach Inspection for cleanliness, amenities and density. Beach Quality report. Yearly report of sampling programme. Trends in sampling results. Number of blue flag beaches.
- 6. Hygiene inspection of catering outlets.** Better understanding of the hygienic status of catering outlets Number of outlets exceeding minimum hygiene criteria
- 7. Write up the end-product policy Policy Document Legal Proposals.** The number of legal actions taken. Success rate of court cases


Post project follow-up activity e.g. Health Promotion campaign targeted at all stakeholders in particular the Tourism industry and the Tourist, making use of all media Promotion of World Health Organisation policies amongst Tourists and Local Tourism Industry Extent of circulation of leaflets Number of health promotion interviews in press, on TV and Radio annually



19

Compare and Plan


- Compare the Conceptual Model to the Rich Picture
- Does it do something you thought was needful?
- If so - develop the Project



20



Final Reflections and questions:

- Begin to understand the situation with a rich picture
- Draw out a relevant system of interest
- Develop it into a root definition
- Produce an activity plan
- Map the root definition and activity plan into a project



21


Appendix. Bangladesh examples

22

IMEC Tasks and Issues (3 teams)
(commonly agreed tasks and issues identified with an asterix)


Tasks	Issues
Review IMEC systems	Inadequate information
IT training	Lack of IT skills
*Need better integration (re-design, development)	*Lack of integration among different management information systems
Close monitoring	Manipulation of data by ADC
Training related to monitoring	
*Ensure co-ordination among Departments	*Lack of integration
Develop a web site	Duplication of information
Develop skills (data collection system)	Needless data collection
Require basic and panel data	Lack of basic and panel data
Advance training in IT	Lack of IT provision
Review all the systems	*Information systems are not integrated
Ensure that the information is properly used	Information is not properly used
*Revise all of the systems to reduce the data duplication	Duplication of information
Develop proper monitoring systems	ADC management sometimes violated policy



23

Summary Table of Tasks and Issues of common concern

Tasks	Issues
Need to redesign IS	Data irregularity
Need to redevelop IS	Blockage and frustration in access to data and information
Need for more training	Lack of integration
	Need for more IT (unspecified)



24

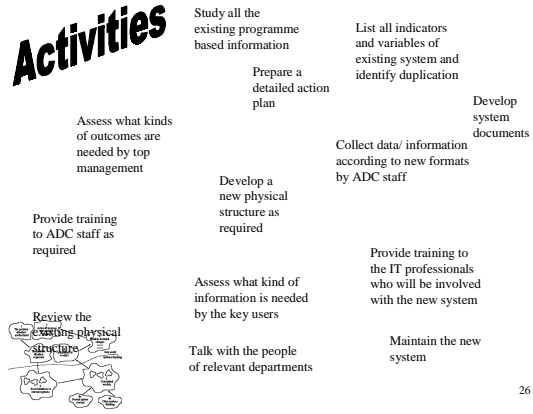
CATWOE

Customer	Donor, Top management, other departments, ADCs, Groups, other organisations (research organisations) and Banks.
Actors	Staff of IMEC, GIS, CDP and the consultant
Transformation	Evolution of IS from one which is not functionally integrated to one which is functional to the end user
Worldview	The transformation of this system would happen if the top management and key users are convinced that IMEC/GIS staff can achieve this
Owner	IMEC, (GIS), ((CDP))
Environmental constraints	Confusion over ownership, space, necessary skills, hardware and software, difficulties with information sharing



25

Activities



26

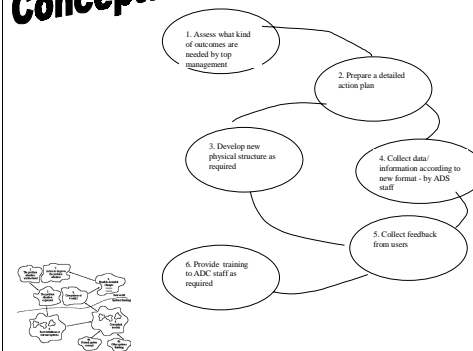
Collated in time and priority

1. Assess what kind of outcomes are needed by top management	2. Prepare a detailed action plan	3. Develop new physical structure as required	4. Collect data/ information according to new formats - by ADC staff	5. Collect feedback from user	6. Provide training to ADC staff as required
1.1 Assess what kind of information is needed by the key users	2.1 List all the indicators and variables of existing system and identify duplication	3.1 Provide training to the IT professionals who will be involved with the new system	4.1 Talk with the people of relevant departments	5.1 Maintain the new system	
1.2 Study all the existing programme based information	2.2 Review the existing physical structure	3.2 Develop systems documents	4.2 Communicate with users and management	5.2 Introduce monthly reporting	



27

Conceptual model



28

Annex F:
LEDO Presentation, Lamia Chamas,
Ministry of Environment.

The Lebanese Environment and Development Observatory (LEDO) was launched in 1999. LEDO's mission is to:

- 1) Provide a better understanding of the situations and trends concerning the environment in Lebanon and key environment-development linkages;
- 2) Reduce gaps and redundancies in environmental data collection and analysis efforts by various public and private sector entities;
- 3) Supply government and non-government officials and decision-makers with objective elements of information to gear their action towards sustainable development in Lebanon;
- 4) Strengthen the capabilities of the Ministry of Environment to co-ordinate environmental activities by various public and private sector entities and to formulate realistic environmental policies.

LEDO has put out a "User's Handbook" that introduces the idea of indicators. This handbook demonstrates the effectiveness of indicators as tools in guiding and facilitating decision-making, improving the quality of information and simplifying its interpretation and management as well as, assessing environment and development trends overtime, and in relation to goals and targets.

Indicators help in measuring sustainable development through:

- ⊙ Improving the quality of information and simplifying its interpretation and management.
- ⊙ Assessing environment and development trends overtime and in relation to goals and targets.

LEDO was able to identify 90 indicators for Lebanon in co-ordination with national partners from the public, private, academic sector research institutes, and non-governmental organizations. The selection of these indicators was partially based on a set of 130 indicators identified by the Mediterranean Commission on Sustainable Development (MCSD) for the Mediterranean region and on priorities identified by national LEDO partners. Those indicators are divided into three types:

- a) **Pressure:** Human activities that affect the environment (e.g. population growth, use of pesticides, industrial releases into water...).
- b) **State:** State of the environment or natural resources (e.g. level of air pollution, burnt forest area...).
- c) **Response:** Political and Societal responses to environmental concerns (e.g. regulatory action, legislation, environment or research expenditure...).


Annex G:
Blue Plan's work
on Sustainability Development Indicators
presentation



Plan Bleu et les Indicateurs de Développement Durable

Blue Plan's works on Sustainable Development Indicators

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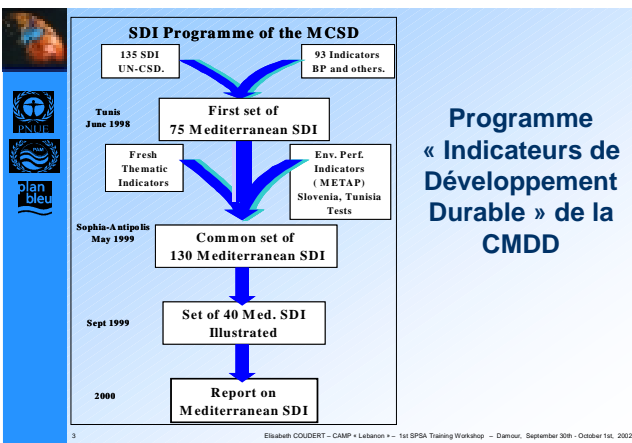



Basic definitions: What is an indicator?

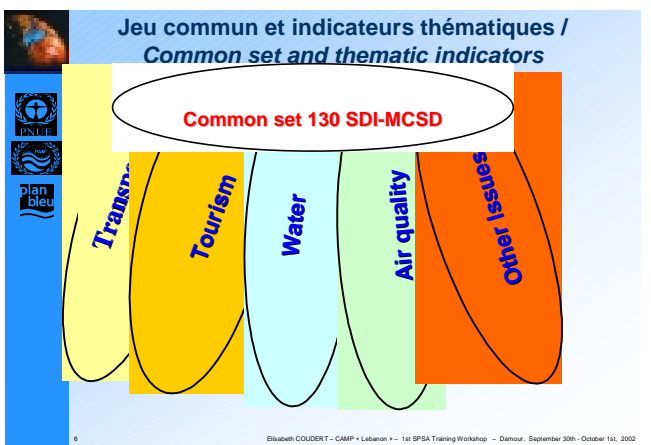
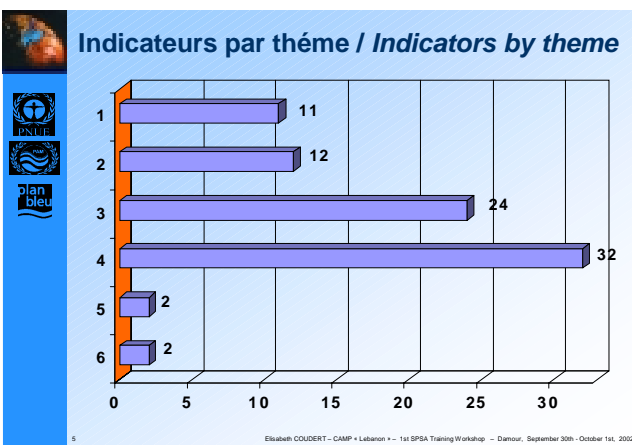
- ❑ An indicator is a parameter, or a value derived from a set of parameter, that points to provide information about and/or describes a phenomenon
- ❑ It has a significance beyond that directly associated with the parameter value
- ❑ The major difference between Indicator and Statistics is that an indicator will be chosen because it measures something widely felt as a problem

Adapted from UN-CSD
Source : Victor Anderson

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- 
- ### Cadre thématique adopté (de l'Agenda MED21) / Thematic framework adopted (from Agenda MED21)
1. Population et Société / Population and society
 2. Territoires et établissements humains / Territory and human settlements
 3. Activités économiques et durabilité / Economic activities and sustainability
 4. Environnement / Environment
 5. Acteurs et Politiques / Actors et Policies
 6. Échanges et Coopération méditerranéenne / Exchanges and Cooperation in the Mediterranean
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Produits du Plan Bleu / Blue Plan outputs

- ❑ Glossaire bilingue donnant la définition des 130 IDD / *Bilingual glossary with the definitions of the 130 SDI*
- ❑ 50 fiches “Indicateur méditerranéen” élaborées selon des données de sources internationales / *50 Mediterranean indicator sheets elaborated with data issued from international sources*

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Contents of the adopted program by the MAP Contracting Parties (1999)

- ❑ Realization of a common set of 130 indicators
- ❑ Calculation and analyse of these indicators in the Med countries.
- ❑ Capacity building by the intermediary of the national observatories of the environment and the mobilization of statistical institutes (to promote the use of SDI, to harmonize statistics, to coordinate institutions).
- ❑ Development every five year of a report related to sustainable development in the Mediterranean (2002 first expiry date).

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Programme IDD de la CMDD / MCSD's SDI program

```

    graph LR
      A[2000] --> B[Calculation of the 130 Indicators in most Med Countries]
      B --> C[Sophia-Antipolis December 2000  
Presentation and evaluation of the first calculations]
      C --> D[2001 - 2002]
      D --> E[Continuation of the calculation of the 130 Indicators in Med Countries]
      E --> F[Test in Morocco]
      F --> E
  
```

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Travail dans les pays / Work done in most countries

- ❑ To validate (and to complete) the 50 Mediterranean indicator sheets.
- ❑ To test the suggested definitions of the glossary.
- ❑ To collect available data for the calculation of the 130 indicators at national and coastal/local level.
- ❑ To elaborate tables, graphics and analyses for the indicators

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Indicateurs calculés par pays / Indicators calculated per country

Country	POPULATION AND SOCIETY	LANDS AND AREAS	ECONOMIC ACTIVITIES AND SUSTAINABILITY	ENVIRONMENT	THE SUSTAINABLE DEVELOPMENT: ACTORS AND POLICIES	CHANGES AND COOPERATION IN THE MEDITERRANEAN
MA	10	5	10	10	10	10
DZ	10	5	10	10	10	10
TN	10	5	10	10	10	10
LY	10	5	10	10	10	10
EG	10	5	10	10	10	10
GZ	10	5	10	10	10	10
IL	10	5	10	10	10	10
LB	10	5	10	10	10	10
SY	10	5	10	10	10	10
TR	10	5	10	10	10	10
CY	10	5	10	10	10	10
MT	10	5	10	10	10	10
AL	10	5	10	10	10	10
YU	10	5	10	10	10	10
BA	10	5	10	10	10	10
HR	10	5	10	10	10	10
SI	10	5	10	10	10	10
MC	10	5	10	10	10	10
GR	10	5	10	10	10	10
IT	10	5	10	10	10	10
FR	10	5	10	10	10	10
ES	10	5	10	10	10	10
PT	10	5	10	10	10	10
IS	10	5	10	10	10	10

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Annex H:

Pictures

Picture 1



Picture 3



Pictures 4



Annex I:

Resources

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