



PLAN D'ACTION POUR LA MÉDITERRANÉE
MEDITERRANEAN ACTION PLAN



ANNEX 2

**Report on the Second Training Workshop on the
Systemic Sustainability Analysis
within CAMP « Malta »
29 – 30 May 2000**

June 2000

**Report on the Second Training Workshop on the
Systemic Sustainability Analysis
within CAMP « Malta »
29 - 30 May 2000**

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The whole activity is undertaken in co-operation between Maltese Authorities (Mr. Ray Cachia Zammit, Ministry for Economic Services) and MAP-Blue Plan Regional Activity Centre (Ms. Elisabeth Coudert, Programme Officer).

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INTRODUCTION

What follows is a report on the proceedings and outcomes of the Second Training Workshop on Systemic Sustainability Analysis (SSA) as part of the Coastal Area Management Programme (CAMP), undertaken by the Government of Malta and the Mediterranean Action Plan (MAP), referred to as MAP CAMP <<Malta>> project.

This second workshop presented further insight into the Systemic Sustainability Analysis approach and provided the individual teams with the next link in this process and primarily the establishment of the Band of Equilibrium for the selected indicators. It was also an opportunity for the SSA team members to discuss with the lead consultant Dr. Simon Bell any concerns and issues faced in this process and to set out an action plan to meet the targets set for the next workshop in October.

SUMMARY OF OUTCOMES

The main outcome of this training workshop is that each thematic group feels confident in redefining and establishing the key SIs related to the individual project and setting the Band of Equilibrium for each of the indicators selected.

Teams also presented the progress achieved so far, since the March workshop, on their particular projects.

The teams were also provided with guidance relating to the use of additional tools from the SSA toolkit - the SWOC (Strengths, Weaknesses, Opportunities and Constraints) and Feasibility analysis.

Participants were also briefed on the use of the 'Amoeba' for reviewing and monitoring of SIs.

PARTICIPANTS

A list of participants is attached to this report as an Appendix. Representatives of all the thematic groups were present with the exception of the Integrated Water Resource Management team.

OBJECTIVE

When it was originally conceived the review mission was intended to provide the thematic teams with support and encouragement as they continue to develop the SIs originally conceived in the March training workshop. The assumption upon which the review mission was based was:

- **That the March training would have resulted in the development of SIs - even if preliminary**
- **That the teams have received training in participation techniques**
- **That the thematic teams have begun to assess the SIs with local communities making use of participatory techniques.**

The objectives for the review mission were:

- **To assess progress so far**
- **To provide some guidance of further tools from the toolkit provided in the March training**
- **To assist teams with developing their SI programmes**
- **To enable teams to share learning**
- **To develop an agreed time table for the completion of SIs in line with the existing framework**
- **To agree on the action plan for the SSA team.**

THE PROGRAMME

29th May - morning

Brief introduction by Simon Bell

Thematic teams describe their experience of SSA for the development of Sustainability Indicators (SIs).

Plenary: lessons and outcomes

Teams share thinking about common strengths and weaknesses in their approach.

29th May - afternoon

Review of SI reporting - developing SIs for public consumption - the band of equilibrium

Plenary and workshop

Brief outline by Simon Bell of some means to test SIs. SWOT and Feasibility

Plenary.

30th May - morning

SSA Team - Lead Blue Plan Consultant meeting. How to maintain the momentum?

1. Thematic teams describe their experience of SSA for the development of Sustainability Indicators (SIs).

The teams all show evidence of making progress since the March event. The progress is however patchy with some teams making considerable progress towards firming up indicators and developing participation from identified stakeholders while others are less far advanced in this process.

Tourism: impact on health

It was noted that this is a very small team but with a surprisingly well developed approach and set of outcomes. The maturity of their approach is implicit in their use of indicators relating to their own work. For example, one indicator was to question the way they used their own methodology (for example changing the way hotels would be sampled, and the manner for drawing in the reluctant doctors). Public participation has started. The team recognised that they needed to include the general public as additional stakeholders. They needed to develop new indicators for the general public and to this end they have had a seminar for the public. The seminar was a success. The public attended but Doctors and the Ministry of Tourism did not turn up. Tour operators are keen and enthusiastic. The team have a communications officer to monitor press coverage. The third indicator developed to date relates to health. However, as already indicated there was a need to bypass doctors by gaining information from the hospitals. Similar indicators have been developed to gain comparable information on health for hotels and hospitals. The team indicated that they have done a great deal on indicators and already have amended and adapted the list of indicators that had been identified in the March workshop.

Sustainable coastal management

Completed part one of the coastal profile. Part two is not yet completed. Since March, the team have been building on the work. They have been seeking to develop indicators for all activities and outputs. They have a detailed view of the level and format of indicators. For the key issues of Management strategy there are four indicators. The team are working with the

Local Plans Unit of the Planning Authority in the preparation of the North West Local Plan that will soon be out for public consultation. Other information on public attitudes regarding the coast can also be obtained from a Public Attitude Survey undertaken as part of the Structure Plan Review.

Marine conservation areas

Field work has begun. The team are still trying to identify who are the stakeholders involved. It is intended that the team starts doing this in more detail next month.

Soil erosion/desertification control management

There will be a workshop on soil erosion in Malta in June. This has focused energy. The team is focusing on one area, digitising raw data planned to be completed by June. They have decided on what chemical analysis is required and also make use of aerial photography by comparing with past photos. They have a list of indicators, adapted from the indicators identified in the March workshop, and a list of stakeholders (farmers, hunters and trappers, NGOs, co-operatives and some potential stakeholders like school children). They have edited and worked on the SIs.

Integrated water resource management

No one was available on the day.

Data Management

The data analysis team have met all the teams and talked to them about the kinds of data that they need. They now have a database (e.g. geological data) established. They are now seeking to have additional feedback and are providing teams with new data (for example the sustainable coastal management team).

Systemic sustainability analysis

SSA have participated in the participatory workshop. They are monitoring the experience of the thematic teams. The SSA team are at the disposal of the other teams. Teams need to call upon the SSA team but also the SSA teams needs to be proactive in seeking to offer support. Also they are seeking to develop higher level SIs for the project as a whole.

2. Teams share thinking about common strengths and weaknesses in their approach

During the workshop the participants were grouped into three teams, with each team having members from each project group, and each team was asked to present their views of some common strengths and weaknesses in

their experience of SIs. The strengths and weaknesses identified by the groups are included as an appendix to this report. The teams were asked to set out the three main strengths and weaknesses across the teams and these were the following:

- **Strengths**
 1. Commitment from team members,
 2. Complementary knowledge of team members,
 3. Data sharing

- **Weaknesses**
 1. Work constraints and lack of human resources to meet time scale,
 2. Not enough communication between teams - where are the reports from other teams?
 3. Communication with higher levels of Government.

3. Review of SI reporting - developing SIs for public consumption - the band of equilibrium

Guidance provided relating to further tools from the toolkit: During the workshop two tools from the toolkit were described - both relate to the checking of indicators and the manner in which these indicators are measured - Strengths, Weaknesses, Opportunities and Constraints (Threats) and Feasibility analysis. It is expected that the teams will make use of these additional tools in checking the SIs as they are refined. Also in the afternoon the amoeba approach for reviewing and monitoring SIs was described.

The three teams then regrouped and were asked to identify at least five SIs (e.g. % of available beach days lost due to pollution during the bathing season by beach, erosion reduction by maintaining dry stone walls, % of natural coastline) and for each set out the band of equilibrium. This exercise encouraged a strong discussion amongst the teams highlighting the complexity of carrying out such an exercise and the issues in play when discussing such indicators with stakeholders.

It was re-emphasised that the thematic teams will be expected to provide their SIs at the workshop in October. In October it will be expected that all five teams will have agreed with stakeholders the SIs, the band of equilibrium, and the data requirements. In October there will be an opportunity to discuss and refine the SIs but the main work should be done.

4. SSA Team - Lead Blue Plan Consultant meeting. How to maintain the momentum?

Agreed action plan for the SSA team (arising from the meeting on the 30th).

The process began with the team reflecting on the experiences of the previous day.

Reflections

The overall impression was that the day had been successful, with those who attended providing considerable evidence of SSA activity, and making use of the approach to develop deeper understandings of their projects, even beyond the essential SSA element.

This indicated that the teams were using the SI activity as a virtuous process, providing them with leverage to deepen their understandings, these issues might relate to any project involving participation and stakeholders implying that the training so far received could and would be used in other areas.

One SSA team member said the SSA seemed to be 'good for bringing out the dynamics in groups'.

Another team member said that there was 'No indicator to link the teams together'. 'We need to think about this in order to develop a more holistic approach'.

We have nothing but the inception report. We need the interim reports to tell us what the teams are doing.

Other comments

Not everyone had a copy of our report either'. 'One team leader did not have a copy of the SSA report'.

Soil erosion team would not be able to test their indicators before October - they need rain'.

There is a problem with knowing the width of the band of equilibrium'.

Teams seem to be committed to their projects'.

There seems to be no problem with the methodology'.

Team progress seems to be uneven'.

We need to think about the relationship between our team (SSA) and the other teams'.

Data analysis seem to know more than we do about the data needs of the teams'.

Data seem to know more about some elements of the project than we do'.

'We need to co-operate more openly with data analysis'.

'A problem is the complexity of the band of equilibrium. Yesterday we got a glimpse of this complexity'.

'We need to know what the other projects are doing. We need to meet the team leaders more often'.

'Some teams see the SSA work as being additional to their project work'.

Action Planning - Things that need to be done

Specific

We need to bring the water resources team into line - Ray to lead on this.

General

We need to develop:

- Better co-ordination between teams and team workshops.
- Momentum between workshops. (This might be assisted if there was a specific team member relating to each of the thematic teams).
- Ways to find out when other teams events are happening.
- Ways to be invited to events so that we can feed into this.
- Monthly meetings and updates on progress.
- Ways to tell all teams what the expectations are for October.

Action plan

The following action plan was agreed:

- Immediate meeting with the water resources team
- Individual SSA team members assigned to assist and work with each thematic group:
 1. Joslyn -Soil erosion and desertification
 2. Moira/ Claire -Marine conservation
 3. Tony -Sustainable coastal management
 4. Ray -Integrated water resources management
 5. Andrew -Tourism: Impacts on health
- Monthly meeting between SSA team and the project team leaders including data management. Followed by SSA team meeting and then individual team members follow up on outstanding issues. First meeting set for 19th June.
- Need to liaise with the press for developing public awareness. Tony to co-ordinate with Ray. Could be related to the issuing of the North West Plan in June/ July.
- Need to develop ministerial understanding of the CAMP. Tony to co-ordinate with Ray.

- Assistance provided to teams in terms of developing their SI programmes. This item relates most strongly to the shared learning and the further tools from the toolkit. Three items arise:
 - a) The need for the SSA team to be proactive in supporting the thematic teams
 - b) The need for the thematic teams to be proactive in sharing information and calling in the SSA team as part of their team
 - c) The need for proactive leadership in terms of the relationships between thematic teams, the project as a whole, the role of Blue

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APPENDIX 2 - STRENGTHS & WEAKNESSES ACROSS THEMATIC GROUPS

Team A	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Well defined objective • Team work • Commitment • Training • Working in mixed groups • Co-learning and iteration between teams • Sharing data 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ☞ Work constraints - plus three months of half time ☞ Human resources lacking ☞ Financial constraints which have emerged during the programmes ☞ Unavoidable delays ☞ Availability and data format ☞ Weather constraints ☞ Lack of commitment from certain stakeholders ☞ Lack of contact with other teams ☞ Communication difficulties with MAP side - be good if they were more available - especially email contact with consultants

Team B	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Complementary skills and knowledge - diversity helps • common stakeholders between teams • Learning from other teams who are further ahead • Positive response from most stakeholders contacted • Stakeholders see the project as a mean to obtain a gain - they see benefits from the project • Raising expectations • Real benefits accrue 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ☞ Not enough communication between teams ☞ Material produced not circulated well ☞ Time is a problem ☞ Conflicting stakeholders ☞ Raising expectations can lead to scepticism ☞ Logistics and timing of input from consultants ☞ What strategy to adopt with stakeholders ☞ Teams may come out with recommendations which conflict with other teams ☞ Bosses not adequately informed about this project - what does the Minister know?

<p>Team C</p>	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Other work - this means that other projects can be aided by CAMP activity • Parallel projects can be used • Existing data can be used • High level of ownership by stakeholders • Data management activity is a strength and in cross-communication • Own enthusiasm 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ☞ Other work ☞ Lack of incentives for field work - lack of a PR strategy and a big launch ☞ Not all Ministries are aware about CAMP ☞ Need for a big launch ☞ Thematic teams have problems because stakeholders don't know about the project ☞ Lack of communication outside of workshops ☞ Working in isolation ☞ Time frames - too short to do all the things that need to be done ☞ Dependency on other activities. Some teams need the data from other teams. This compounds time frame problems ☞ Fuzzy horizons - some team members did not know what the project involved and some do not know where it is leading ☞ Do not know what the policy role of this project is.