



PLAN D'ACTION POUR LA MÉDITERRANÉE  
MEDITERRANEAN ACTION PLAN



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**ANNEX 4**

**Report on the Fourth Training Workshop on the  
Systemic Sustainability Analysis  
within CAMP « Malta »  
5th – 7<sup>th</sup> February 2001**

**March 2001**

**Report on the Fourth Training Workshop on the  
Systemic Sustainability Analysis  
within CAMP « Malta »  
5th - 7th February 2001**

By Dr. Simon Bell, Lead Blue Plan Consultant, Ms. Claire Albani Wilson  
and Anthony Ellul, SSA Team Members.

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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# **Report on the Fourth Training Workshop on the Systemic Sustainability Analysis within CAMP « Malta » 5th - 7th February 2001**

## **INTRODUCTION**

What follows is a report on the proceedings and outcomes of the Fourth 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 Fourth Workshop constituted the final stage in the SSA process, and with this workshop the groups have traced the whole process of the SSA cycle and are now in a position to handle the SSA process themselves. The final stages referred to the use of the SIs, particularly the marketing of SIs and how to handle 'bad' and 'good' SIs. The teams also had the opportunity of using the software to produce the AMOEBA, which is being developed by the consultants together with Blue Plan.

## **SUMMARY OF OUTCOMES**

The main outcomes of this training workshop were the following:

- **that each thematic group is conversant with the overall SSA process and can handle the sequential process easily in future;**
- **that each team is capable of marketing the significance of SIs;**
- **participants know how to use the software to create the AMOEBA.**

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

## **TARGETS FOR NEXT WORKSHOP**

The following targets have been agreed by the teams and there was an indication that team can manage to achieve these targets by next workshop in May:

- **Each team is to finalise the list of indicators and set bands of equilibrium together with stakeholders.**
- **Gather the relevant current data for each indicator and any past data available.**
- **Prepare two AMOEBAE with historical and present data.**
- **When possible, project data to identify for future trends and scenarios.**
- **SSA team to provide assistance to thematic teams.**

## PARTICIPANTS

A list of participants is attached to this report as an Appendix as well as a list of key stakeholders who participated during the workshop.

## OBJECTIVES

The principle aims of this fourth workshop are the following:

- 1. Understand the SIs as developed.**
- 2. Be aware of the level of participation involved.**
- 3. Understand the strategic use of amoeba.**
- 4. Understand and be able to use the software as a planning tool.**
- 5. Use SIs as a marketing tool.**

## THE PROGRAMME

A copy of the Workshop Programme is included as part of the appendix to this report.

What follows is an account of the roll out of the agenda for the two and a half days.

### Monday 5th February - morning session

**Aim - Each thematic group will give a presentation on the review of all SIs as now formulated in terms of:**

- 1. sense and expected outcome of the SIs: are they feasible and what do they tell us?**
- 2. stakeholders participation,**
- 3. past and present AMOEBA that should show trends, pressures, crucial points.**

Mr. Anthony Ellul (SSA team) welcomed the participants and gave a brief overview on the progress of CAMP activities and work done since the last workshop in October. A review of the programme of Fourth SSA Training Workshop was made and the objectives of this workshop were presented to the participants.

Mr. Guillaume Benoit, Director, Blue Plan, welcomed the participants, giving a brief overview of Blue Plan's activities on sustainability indicators, namely:

- Objectives of Blue Plan.
- CAMP programmes in Mediterranean countries.
- Stages of Blue Plan approach.
- Advantages of the SSA process leading to sustainability indicators.

Dr. Simon Bell, Blue Plan Lead consultant, then gave a brief outline of the workshop structure, the purpose of the workshop in the wider SSA process and invited each of the teams to present their current status in terms of:

- What sense were the SIs providing - what was their message?

- What stakeholder involvement had occurred since the last meeting?
- What trends did the SIs present?

Dr. Bell stated that with the current workshop the teams would have gone through the whole cycle of the SSA process and are now in a better position to understand the methods adopted and the outcomes to be achieved as a result of the process. However, the SSA process does not stop here. It is a continuous learning cycle and therefore would require revisiting the SIs, identifying new stakeholders and new bands of equilibrium and AMOEBAE. The individual teams were then asked to give a progress report on their work, particularly referring to the sense of SIs and the reasons behind choosing them, involvement of stakeholders and future trends.

### *Progress on Integrated Water Resources Management*

Mr. Paul Micallef (Integrated Water Resources Management) explained that currently his role in this project needs redefining and clarification. However, Mr. Micallef explained that there was no stakeholder involvement since their list of indicators has been established purely on technical grounds. He explained that in this area there was some difficulty in identifying proper stakeholders and in achieving involvement by relevant stakeholders. In this regard no indication of future trends has been given.

### *Progress on Sustainable Coastal Zone Management*

Ms. Michelle Borg (Sustainable Coastal Management) explained that various sessions were held since October to define the SIs. A specific meeting with stakeholders was held on 05<sup>th</sup> January 2001 where a number of stakeholders were invited (including NGOs, Govt. Departments, Local Councils, tourism associations, Fishing co-operative). During this meeting stakeholders were introduced to the Sustainable Coastal Management project, the SSA process and the work carried out during the previous three workshops. Following a general discussion on problems and issues, the list of SIs was distributed to stakeholders and requested to provide their feedback on the SIs and possible bands of equilibrium. In addition to this aspect this team conducted a one-day training workshop on Strategic Environment Assessment. This was held on 31<sup>st</sup> January 2001. The next stage will involve closer co-operation with stakeholders to finalise a shorter list of SIs and it is also necessary to liaise with other teams to avoid duplication of SIs. It was also recognised that there was a need to select the main SIs for fuller development.

### *Progress on Tourism and Health*

Dr. Lucianne Licari (Tourism and Health) said that this project is nearing its conclusion and various meetings with stakeholders were held and the team shortlisted eight out of the ten SIs that were identified in the previous workshop. The drinking water quality indicator was excluded since this has been identified by the Integrated Water Resources Management team. An explanation on the relevance of the various indicators was given and it was noted that the number of (non-imported) Legionella cases in the NW increased recently. Given their importance to the tourism industry, it was decided to include it as an SI. The indicator referred to the standing time of waste was removed since there was difficulty in 'extracting' relevant time period for use in CAMP from the data

available. Hoteliers offered data on skip collection but the information available was not indicative of the required duration period. The stakeholders seem to be very aware and alert - particularly in terms of some key health issues such as the spread of Legionella cases. It is currently early to indicate future trends but the team will be working on this aspect.

### *Progress on Marine Conservation Areas Project*

Ms. Prassede Grech (Marine Conservation Areas) said that the project was introduced to stakeholders during the same workshop held for the Sustainable Coastal Management Project on 05<sup>th</sup> January 2001. At this workshop the initial set of SIs were presented to stakeholders, most of which are common to the Sustainable Coastal Zone Management team so it is very likely that the indicators for both projects will be developed together. With regard to the band of equilibrium for some SIs, these are already established by WHO. The remaining SIs would be established with stakeholders. Further meetings with stakeholders are to be held during February 2001 with the final band of equilibrium for each indicator to be agreed by end-February. At this stage it is early to identify future trends.

### *Progress on the Soil Erosion/Desertification Control Management*

Ms. Christine Tanti (Soil Erosion/Desertification Control Management) informed participants that it was encouraging that farmers, who are the main stakeholders, grasped the concept of sustainability. Their response was positive and very constructive. A shortlist of seven most feasible SIs has been made and some indicators had to be discarded due to lack of availability of data. Farmers are ready to provide data. It is still early to determine future trends.

### *Data Management Team*

Ms. Carol Agius (Data Management) remarked that four teams have submitted their data to the Data Management Team who is in the process of synchronising data with software so that final CD including all the relevant data is produced. It has also been suggested to include the final SIs and respective AMOEBAE as part of the CD.

### *Progress on Systemic Sustainability Analysis Project*

Mr. Anthony Ellul said that the SSA team retained their monthly meetings with project team leaders and assisted the teams as was necessary. The team was currently preparing for the public exhibition as part of the public participation programme. A workshop was also organised for the Sustainable Coastal Management and the Marine Conservation Areas projects on SIs with stakeholders.

Following the presentations the consultants expressed concern over the Integrated Water Resources Management project. This presentation was met with some dismay by the consultants and some lengthy questioning relating to the reason for the various problems described. The main issues emerging were:

- Lack of political support for SSA from within the water authority.

- Confusion over role and responsibilities.
- Lack of a team to do the work.
- Lack of commitment to SSA at all levels within the water authority.

It was agreed that these issues would be taken up with Mr. Ray Cachia Zammit later in the workshop.

With regard to the Marine Conservation Areas project, consultant expressed concern that this thematic team seemed to be falling away. A final comment related to the lack of attendance from some team members - particularly senior CAMP Malta officials and members of the SSA team.

The morning was concluded with a presentation by Ms. Elisabeth Coudert who spoke about the importance of the SSA approach in Blue Plan's future work and particularly the systemic approach advocated with this method. With the exercise undertaken the teams together with stakeholders have defined the level of sustainability for the projects in the North West. The next stage is defined as the prospective stage or simply looking at trends and projecting into the future by determining various scenarios of possible situations. This entails drawing a pathway from the current situation to a future scenario by reasoning "IF...THEN" or "WHAT...IF". This should help in identifying the desired scenario.

Despite the low turnout in the morning session and the late start at 10.00 am, the session provided an interesting discussion amongst the teams with reference to their progress and the quality of the interactions made up for the lack in quantity.

### Monday 5th February - afternoon session

#### **Aim - This session will:**

- 1. review the value of strategic visioning and the use of the SI software in this regard,**
- 2. explore the interpretation of AMOEBA,**
- 3. using software as "what if" tool,**
- 4. future studies: time horizons, assumptions, consistency.**

The afternoon session focused primarily on the use of the software developed by the consultants and Blue Plan. Each team was equipped with a computer and the software. The session started with a presentation by Dr. Steve Morse concerning the use of the software in developing useful AMOEBA. The aim of the AMOEBA is to present SIs in a way that can be easily understood and assimilated. SIs may be but one source of information that feeds into the interpretation of sustainability.

Following the presentation, the teams engaged with the software and tested it with some data of their own. Software was found to be flaky (breaking down when small inconsistencies arose, e.g. entering 0 or overwriting old columns and rows) but useful as a first iteration. Further versions will be developed and tested at later workshops. At the end of the exercise, team members expressed various views with regard to the improvement of the software and particularly the need to have more integration and inter-relationships between the indicators. Other suggestions

included the following:

- Reposition AMOEBA toolbar.
- Increase the number of domains.
- Increase the number of scenarios (i.e. columns in the worksheet referring to time periods).
- Selecting alternate indicators (as against consecutive ones only).
- More coherent numbering of domains.

## Tuesday 6<sup>th</sup> February - morning session

**Aim - To get stakeholders participation in the discussion of SIs and focus on the marketing and advertising the SIs including an introduction to the SIs and to the use of SIs.**

This session was introduced by Mr. Anthony Ellul who welcomed participants and gave a brief explanation of the SSA work during the previous year. The participants then introduced themselves and it was positively noted that there was a wide range of stakeholders present.

Mr. Guillaume Benoit then gave a brief overview of Blue Plan's activities particularly the importance to Sustainability Indicators. This Introductory session was concluded by a presentation on the overall CAMP (MALTA) Project by Ms. Christine Tanti.

Mr. Anthony Ellul then gave a brief presentation on the Soft Systems Methodology of SSA process, highlighting the main stages of this approach and the work carried out, during the various workshops, by the various teams. Important in this approach is the involvement of stakeholders. Participants were reminded on the definitions of sustainable development and the importance of SIs in measuring sustainable development. The SSA approach is holistic and integrative and seeks to define SIs in a participatory manner. The initial stages of the SSA process involve producing a rich picture, which seeks to provide an understanding of the context being examined from all its perspectives. A SWOT (**S**trength, **W**eaknesses, **O**pportunities, and **T**hreats) analysis is carried out and tasks to address the issues identified are defined. The CATWOE exercise is necessary to define the **C**lients, **A**ctors, the **T**ransformation expected, the **W**orldview or assumptions behind the transformation, the **O**wners and the **E**nvironmental constraints. Some of the SIs identified by the teams were presented and the presentation concluded with some implications for the marketing of SIs (e.g. show improvement achieved, obtain funding, decision making tool, gauge for sustainability oriented culture) and a presentation of the software developed to generate the AMOEBA. The presentation was followed by a general discussion from the floor.

Mr. Ernest Azzopardi (Integrated Water Resources Management team) emphasised 3 issues, which needed to be taken into account in the SSA process. These were a) Inter-generational issues, b) inter-linkages between SIs and c) the process should be more focused - distinction should be made between nation, region and locality.

Mr. Anthony Ellul (SSA team member) explained that the exercise is a continuous process and bands of equilibrium could change over time. The AMOEBA is also a means to identify the inter-linkages between SIs. Dr. Simon Bell (Lead Blue Plan

Consultant) added that an indicator is a contestable measure of tendency and inter-linkages can become evident over time.

Dr. Rudolph Ragonesi (GAIA Foundation) stated that the emphasis should not be on end-of-pipe indicators, but we should be more solution oriented and focus more on cause, rather than effect.

Dr. Stephen Morse (Consultant, Blue Plan) clarified that we should be involved in the dynamics of AMOEBA, rather than seeing it as an end product.

Mr. Ray Azzopardi (In Resort Tour Operators Association) questioned the time-scale implications and suggested that from a point of view of tourism the results of the North West can possibly be extrapolated for other parts of the island. Mr. Anthony Ellul replied the different regions require different analyses/perspectives of relevance to the particular area; however, certain standards (e.g. water quality) are applicable to all regions. Dr. Lucianne Licari stated that with regard to her project the indicators were applicable to other areas of the island, although in some areas different SIs may be more relevant.

Mr. Paul Micallef emphasised the importance of public expectations (e.g. on water quality), since expectations vary across residents in different regions in Malta. Mr. Anthony Ellul replied that the band of equilibrium, which reflects a level of tolerance, should account for differing public expectations.

Mr. John Farrugia (Malta Maritime Authority) emphasised that the sea represents a common issue to all regions in Malta and SIs related to the sea should be included. Unfortunately, however, controls at sea are less formal than controls on land.

Dr. Lucianne Licari emphasised that her project has included good bathing water quality and monitoring. The results show that beach quality is not very far behind Blue Flag criteria. In the short run, the sea is important for tourism purposes, but in the long run more niche markets need to be identified, rather than sun and sea tourism alone. Cultural tourism needs to be promoted further. Good information system needs to be put in place (health hazard locations are rapidly publicised), but sufficient legal enforcement is lacking.

Mr. Ernest Azzopardi emphasised the sewage overflow problem that occurs even beyond bathing water areas. Mr. Paul Micallef noted also that the sewage overflow problem affects also the domestic film industry.

Mr. John Farrugia pointed out that fuel spillage and waste dumping out at sea constitutes additional problems and that heritage tourism is a specific tourism market, whereas it transpires that the majority of tourists prefer to relax and enjoy the sea.

The second half of the morning had three thematic teams presenting their SIs to stakeholders with a view to identify marketing implications.

### ***Soil Erosion/Desertification Control Management***

Mr. Angelo Azzopardi (Dingli Farmers Co-operative) pointed out that a large amount of soil was lost at Buskett Gardens and that no meeting was held with the respective team members, despite his availability. Ms. Christine Tanti confirmed

that no meeting was set because till now emphasis was put on Tas-Santi Valley, however, the matter would be seen to. Mr. Carmel Baldacchino (Mgarr Farmers Co-operative) said his organisation was ready to co-operate and provide data. Dr. Rudolph Ragonesi suggested agro-industry techniques as a new SI.

### *Tourism and Health*

Mr. Ray Azzopardi suggested taking average age of tourists coming to Malta into consideration. Dr. Lucianne Licari confirmed that average age of tourists was not taken into consideration in the data collected; however, the number of food poisoning cases and number of cases reported by General Practitioners were broken down by gender. Mr. Carmelo Falzon (Mayor, Qrendi Local Council) commented on the need for greater safety for tourists at beaches, particularly at Wied iz-Zurrieq. He also suggested the possibility of surveillance of coastal areas for illegal immigrants (especially at night) and expressed his concern about incidents of vandalism (e.g. to life-saving equipment). He made reference to a proposed new coast guard room, but is not aware who will be responsible for this. There exists a lack of parking space at Wied iz-Zurrieq for coaches and suggested a second floor on the existing car park as an alternative.

Licari questioned how coastal surveillance could be tied in with the Tourism and Health project. Ms. Michelle Borg noted that the Armed Forces of Malta should control area and was not sure whether this issue should be included within the remit of the Sustainable Coastal Zone Management project. Mr. Anthony Ellul commented that although important, the coast guard room and parking issues relate to better management of the area and are not necessarily required as an SI. It was noted that improving the safety of the area is the responsibility of the local council. Mr. Carmelo Falzon agreed that safety issues are the responsibility of the local council, but added that activities such as improving jetties and the maintenance of boats used for tourism purposes do not fall within the local council's responsibility.

Mr. John Farrugia confirmed that Armed Forces of Malta (AFM) are in charge of coast guard management (under the '12km Clause') and suggested that the AFM and Administrative Law Enforcement section be invited to similar Training Workshops and that their contribution be elicited.

Mr. Vince Attard (Nature Trust, NGO) noted that points being raised were more related to the Management Plan, which is to follow the compilation of SIs. More emphasis should be put on putting together all teams' SIs. Nature Trust will be holding walks in the areas concerned to increase awareness. Mr. Anthony Ellul informed participants that the Final Integrated Report, which should be completed by end-2001, will bring together all SIs.

Dr. Simon Bell added that by the end-2001 all SIs should have been collected, following which, SIs should continue being updated for purposes of extracting trends and producing forecasts. Mr. Azzopardi commented that SIs should be on a nation-wide scale and not only focus on the NW region. He suggested that the exercise for the NW region should be concluded and used as a model that can be applied strategically to all Malta. Mr. Emvin Bartolo (Mellieha Local Council) pointed out the importance of the NW region because, although it might be the least populated area, it is the most frequented area. Mr. Anthony Ellul explained

that the NW area is just a particular area on which to build a model for the purposes of the contractual agreement of CAMP. He expressed his concern on who would commit himself to extend the project to a nation-wide scale. Mr. Ray Azzopardi suggested that one should start from now to elicit such commitment, given that politically things take time to mature and involve the public. Mr. Anthony Ellul informed all that a public exhibition is being planned and is intended to increase exposure of CAMP.

### *Sustainable Coastal Zone Management*

Ms. Michelle Borg reassured participants that the first stage of her team's work was to look at all the Maltese coast, then focus was shifted on NW area, but the latter is always being related to the whole coastal area. She also noted that lack of involvement of some stakeholders should not stop the project.

Mr. Vince Attard pointed out the importance of an informed public, which would then make the required pressure on government. Mr. Ray Azzopardi suggested that involvement of politicians is a good marketing tool that aims at enhancing CAMP's exposure.

Ms. Christine Tanti confirmed that Ministers will be invited at the public exhibition whilst Ms. Elisabeth Coudert said that the experience gained from CAMP will be useful to other Mediterranean countries.

Ms. Borg proceeded to present the SIs identified for her project. There were a number, which included the following:

#### Pressure Indicators:

- Area of abandoned land in NW.
- Number of desalination plants in NW.
- Population: % of coastal area under public ownership.
- Contribution of NW fish catches with regard to total Maltese fish catches.
- Water quality in ports.

#### Response Indicator:

- % of protected areas in NW.

With regard to the marketing aspect, SIs shall be used to draw a Coastal Zone Management Plan for NW region.

Ms. Andreina Farrugia (Department of Fisheries & Aquaculture) agreed to pass data regarding fish catches and fish farm catches to the team.

Mr. Anthony Chircop (Malta Hotels & Restaurants Association) stated that marketing the indicators could be positive. For example the Tourism and Health project indicators are mainly positive and provide positive response, especially to market the NW area to tourists. Malta needs to improve beach accessibility and appropriately replenish existing sandy beaches, which have been depleted of their sand. Malta has to provide better accessibility and facilities similar to competing tourist destinations. Interventions on coastal areas, if undertaken, should be carried out cautiously as interventions can deteriorate the area. A possible solution

could be to use temporary accessibility methods during peak season. In Sicily, for example, the use of wooden walkways is common.

Dr. Rudolph Ragonesi spoke on GAIA Foundation's work in an area in the NW. Some indicators are being monitored as part of the management plan for this area, particularly indicators relating to the use of vehicles for off-roading activity and illegal developments.

Suggested Indicators:

- GAIA Foundation suggested % of protected/conserved areas in NW and number of staff allocated for enforcement purposes in agencies.
- Areas allocated for use of sustainable agricultural techniques.
- Areas in NW used for illegal dumping.

Mr. Ivan Portanier (National Fisheries Co-operative) noted that concrete jetties have destroyed fishing breeding grounds.

Dr. Simon Bell concluded the morning session by stating that all information provided has been useful and if stakeholders do not participate, the project could not go on. Stakeholders are now more confident with the indicators and there is enthusiasm for a Malta-wide use of SIs. There is enthusiasm to engage with a conversation relating to what Malta can do to manage change arising from indicators.

**Tuesday 6<sup>th</sup> February - afternoon session**

**Aim - To discuss how to use the SIs and consider possible outcomes of SIs and what we would do with the information they might generate. Discuss the role and interest of future studies in order to define desirable future outcomes, to identify indicators' objectives and actions necessary to achieve these objectives.**

Dr. Simon Bell opened the afternoon session by pointing out that for the next SSA Training Workshop (14<sup>th</sup> - 15<sup>th</sup> May 2001) each team should produce two AMOEBAE, with two observations for each SI. The frequency of data could vary - biannual, annual and quarterly. This would then lead to an integrated end product, wherein all SIs are put into one AMOEBA.

Dr. Bell then went on explaining the strategic implications of SIs and the importance of scenario planning and marketing of SIs. In his presentation Dr. Bell explained the importance of projecting SIs and identify future trends. This strategic vision allows for informed policy making and the implications should such trends persist.

In marketing SIs one should consider the following questions:

- 1. What makes the SI marketable?**
- 2. What is the sale point?**
- 3. What is the public interest point?**
- 4. How do we bring the product and consumer together?**

Scenario planning identifies what is likely to happen if a particular SI persists and what can be done to reverse or maintain the trend. Bad indicators mean something

needs to be changed whilst positive SIs confirm positive action. The teams were then asked to regroup for a workshop session. Each team was asked to select up to five SIs. They were then asked to imagine the trends that might arise in the future and thus identify scenarios. Following this the teams were asked to consider what strategy would follow from the interpretation of the SIs and how this strategy might subsequently be marketed to stakeholders. The work of the groups is presented as an appendix to this report.

The workshop exercise produced some interesting outcomes:

- SIs were seen to be linked to each other (e.g. soil erosion and the condition of dry stone walls) and these combined SIs could then be seen to combine in indicating potential strategic options.
- SIs as marketable commodities (e.g. relating to issues concerning pest control) were re-packaged by stakeholders as 'ghost' or 'doppelganger' SIs which were manifested as monetary incentives to undertake restorative works to 'fix' the issue which the original SI had identified. For example, SIs indicating continuing and worsening problems with damage to dry stone walls were marketed as monetary incentives for Government to mobilise to correct the problem that would normally be expected to be put right by the farmer concerned.
- SIs positive scenarios could be marketed by indicating the consequence of an SI negative scenario occurring.

### Wednesday 7<sup>th</sup> February

**Aim - An open discussion between the consultants and team leaders with regard to improving SIs with a rolling programme of development and for the SSA team to be able to plan the future extension of the SIs, the use of the software and how will the coming months evolve.**

This session was an open and frank discussion between the teams, the consultants and Blue Plan. Dr. Bell started by giving a brief overview and a critique of the work done during the previous two days. The following main issues were discussed:

- The set up of an SSA Unit was suggested so as to ensure the continuation of the project after December 2001 on termination of the contract. This would operate on a permanent basis so that CAMP would not suffer from lack of continuity.
- Mr. Raymond Cachia Zammit (SSA Team Leader) suggested that the Central Office of Statistics could set up the new SSA Unit. He also noted that the recent restructuring of Government Departments within Ministries could have contributed towards the lack of time available to participants to work on CAMP related activities.
- Dr. Stephen Morse noted that the Unit should not just be a statistical unit, but a dynamic one. He also pointed out that the cost concept of SIs has emerged throughout the workshop. This could represent a new financial SI.
- The capacity of the teams to meet the needs of SSA project was discussed at some length. The water thematic team in particular sees itself as a scientific and technical process which does not need stakeholders and which does not at present set any focus on the needs and requirements of a stakeholder group. The member of the team present throughout the two days did indicate a

willingness to engage with this issue but also expressed a need for assistance in undertaking stakeholder participation. Members of the SSA team indicated a willingness to assist with this.

- Each team indicated what it needed to get to May successfully. Some concern was expressed relating to the capacity of short staffed teams to access the data, produce the SIs, enter these into the software to produce the AMOEBA and then develop some scenarios relating to the future in time for the meeting on the 14 -15 May.
- Mr. Anthony Ellul indicated the need to continue with the monthly meetings. The need was felt to be more proactive and for SSA team members to follow up and assist thematic teams in this process. The SSA project was instrumental in keeping the other teams together and there was a need for leadership from this group for the other groups.

The issues raised by the various team members with regard to their project are listed below.

#### ***Sustainable Coastal Zone Management Team***

***(Ms. Michelle Borg):***

- The team will reduce the number of indicators and identify the most relevant to the Sustainability of the North West coastal area.
- The team will strengthen and maintain contact with stakeholders.
- The SIs will fit in within the Final Management Plan in relation to strategic environment assessment.
- Two new staff members have been allocated to the project team.

#### ***Marine Conservation Areas (Ms. Prassede Grech):***

Ms. Grech could not be present for this session. The team is working closely with the Sustainable Coastal Management team and still needs to discuss the indicators with the stakeholders. Ms. Clare Albani Wilson, SSA Team member assisting this project, agreed to be more proactive in future including assisting to set up sessions with stakeholders.

#### ***Integrated Water Resources Management Team***

***(Mr. Paul Micallef):***

- SIs have been established although these are more technical.
- The project had not identified any interaction with stakeholders, although with the assistance of the SSA team the indicators may be discussed with stakeholders.
- Lack of time availability to deal with aspects related to the SSA project.
- Clearer contractual agreement specifications should be defined.

#### ***Soil Erosion/Desertification Control Management Team***

***(Ms. Christine Tanti):***

- Co-ordination problems given the large size of the team.
- Lack of contribution by all members.
- Lack of availability of data on some SIs, which resulted in shortlisting SIs.

*Tourism and Health Team (Dr. Lucianne Licari):*

- This project has engaged the assistance of a large team particularly with regard to data collection.
- The team is unclear about how to proceed with SIs since the report has to be finalised by March 2001 and project ended by June 2001.
- Problem of interlinkages between SIs.
- Level of stakeholder interest was high.
- Assistance from SSA team, particularly Mr. Andrew Vella, is necessary to progress the SSA process with regard to this project after June.

*Data Management Team (Ms. Carol Agius):*

- The team is still awaiting data from one team whilst four teams have submitted some data
- Once the indicators have been finalised the data collected with the AMOEBA would be included in the final data sets.
- To discuss further data requirements and formatting issues during monthly SSA meetings.

The final concluding remarks identified the need of improved co-ordination between team members and the importance of continuity after the SSA Training Workshop. Blue Plan, Dr. Simon Bell and Dr. Stephen Morse are to provide an updated version of the software generating the AMOEBA whilst Mr. Anthony Ellul noted that other countries' experience with CAMP projects and particularly those working on indicators would find the work of this team to be very useful and this would encourage exchanges of experience.

## CONCLUSIONS

It was agreed that the next SSA Training Workshop will be held on 14<sup>th</sup> - 15<sup>th</sup> May 2001. For this workshop each team should have finalised the list of indicators through the participation of stakeholders and would have defined the bands of equilibrium for each indicator. The relevant current data for each indicator should also be gathered and, where possible, teams are to obtain past data for each indicator and prepare two AMOEBAE with historical and present data. This is important to show trends over the last years and should be a gauge for future projections.

The SSA team is to assist the project teams in setting out scenarios for the strategic change that their respective SIs imply for Malta. Scenarios are to be discussed with stakeholders. The SSA team together with the team leaders will ensure the momentum of the project through the monthly meetings aimed at assessing the progress of each project with regard to SIs and resolving any problems that arise. Each team will liaise with the SSA Team counterpart in the process of finalising SIs with stakeholders and organising the necessary meetings, as well as assisting on data collection, where necessary. This may take the form of a half-day workshop or separate meetings with stakeholders. Each team will decide how best to approach this task.

Once the indicators and scenarios have been established, teams will discuss the marketing implications and opportunities the SIs offer and particularly the relevance this will have for stakeholders as this might ensure that interest in the project and SIs is maintained.

Mr. Guillaume Benoit offered Blue Plan's assistance and stressed again the importance of this exercise not only for Malta, but also for other countries in the Mediterranean. Although there are various problems that need to be resolved between the teams, nonetheless, Mr. Benoit stressed that it is vital for the project that the enthusiasm of the teams be maintained.

## APPENDIX 1 - SCENARIOS AND MARKETING OF SIS

### Soil Erosion/Desertification Control Management

#### Indicator 1 - Number of official flood warnings

Scenario - The amount of warnings is likely to increase in future. Development is likely to increase, as will the intensity and unpredictability of precipitation.

#### Indicator 2 - % land owned by occupying farmers

Scenario - land ownership is likely to rise. This increases security and irrigation systems and therefore an increase in capital investment. This is a result of the regularisation of land by the Land's Department.

#### Indicator 3 - No. of breaches in rubble walls

Scenario - The number of breaches are likely to increase particularly due to the increase in the precipitation intensity annually.

#### Indicator 4 - Monetary compensation for storm damages

Scenario - Compensation will increase as repairs of rubble walls decrease, as will management measures. However, should management measures be sustained, then rubble walls will be maintained and compensation for damages will decrease.

#### Strategic implications to encourage change

1. Government provides workers/money/material and machinery to farmers. This may in the long term prove to be more cost effective.
2. Better communication between departments, especially when constructing roads to include deviation routes for water runoff.
3. Increase in afforestation.
4. Public awareness.

#### Marketing - Linking problem/issue and SIs to revenue or costs.

### Sustainable Coastal Management & Integrated Water resources Management

#### Indicator 1 - % length of coastline under public ownership

Scenario - It is envisaged this percentage would increase as beach concessions may be removed and coastal areas opened to the public. However, this may reduce the amount of tourist facilities and product offered.

Marketing - The general public will have more recreational space and more bathing areas accessible to the general public and tourists. This will require more beach management to conform to Blue Flag standards.

#### Indicator 2 - Quality of drinking water

Scenario - This will improve in future as water treatment technology improves. This requires investment as well as measures to reduce pollution of groundwater.

This therefore requires investment not only in technology, but also in education and awareness.

Marketing - Improving the quality of tap water results in less expense on bottled water, which reduces waste from plastic bottles.

#### Indicator 3 - No. of beach day closures

Scenario - It is envisaged that this will decrease. However, this will entail investing in sewage treatment plants and continuous monitoring of coastal and bathing waters. Emergency measures will have to be in place.

Marketing - Beaches can be used safely with no problem of pollution and other localities would now be accessible.

#### Indicator 4 - Water affordability (i.e. rate paid per m<sup>3</sup> of water)

Scenario - This is likely to increase as subsidies may be removed by Government. However, to keep this indicator at an acceptable level investment in improving the water distribution system and measures to reduce unaccounted for water is needed. Consumers may also become more economical on water usage.

Marketing - The cost to the consumer, should this indicator increase, will rise. Thus proper use of water could be encouraged.

#### Indicator 5 - Size of quarries (surface area)

Scenario - This will increase as development projects on the island increase in future, particularly with regard to the number of major projects in the pipeline. The implications here relate to the cost of raw materials, particularly cost of stone, which is relatively cheap. The Minerals Subject Plan prepared by the Planning Authority states that 'it is a widely held view that the price of stone in the Maltese Islands does not reflect the true environmental and social costs of its extraction or the relative scarcity of the resource.' Other issues relate to the possibility of importing raw materials.

Marketing - Landscape issues and the economic value for protecting such landscapes both for recreational activity and tourism.

### **Tourism and Health**

This group worked on two scenarios for two specific indicators.

The first indicator related to food poisoning outbreaks. The strategy was defined as one that would decrease the number of outbreaks as a result of:

1. Having more regular inspections in catering establishments and better enforcement methods.
2. Having better continuous education of kitchen staff in the form of seminars and distribution of reading materials.
3. Changing employment policies to include as basic requirements a basic course in food hygiene and health and safety as well as to include the issuing of a health certificate that would certify a clean bill of health for all kitchen hands.

To achieve this scenario it is envisaged to have:

1. A more motivated staff and employers.
2. A strong legal, institutional and educational framework.
3. More public involvement through increased awareness of consumer's rights and consumer protection law.

The team agreed that 'money talks' and so the best way to sell this policy would be to demonstrate:

1. Cost effectiveness of such policies to the Tourism Industry due to decreased liability and insurance claims and also decreased bad publicity.
2. Cost effectiveness of such a policy for the Regulator in that there would be less funds spent on manpower and hospital/health costs usually wasted during the investigation of an outbreak.
3. More cost effective to the general public for similar reasons.

The second indicator was that of rodent control. The trend showed a worsening situation which can be reversed should the following actions be taken up:

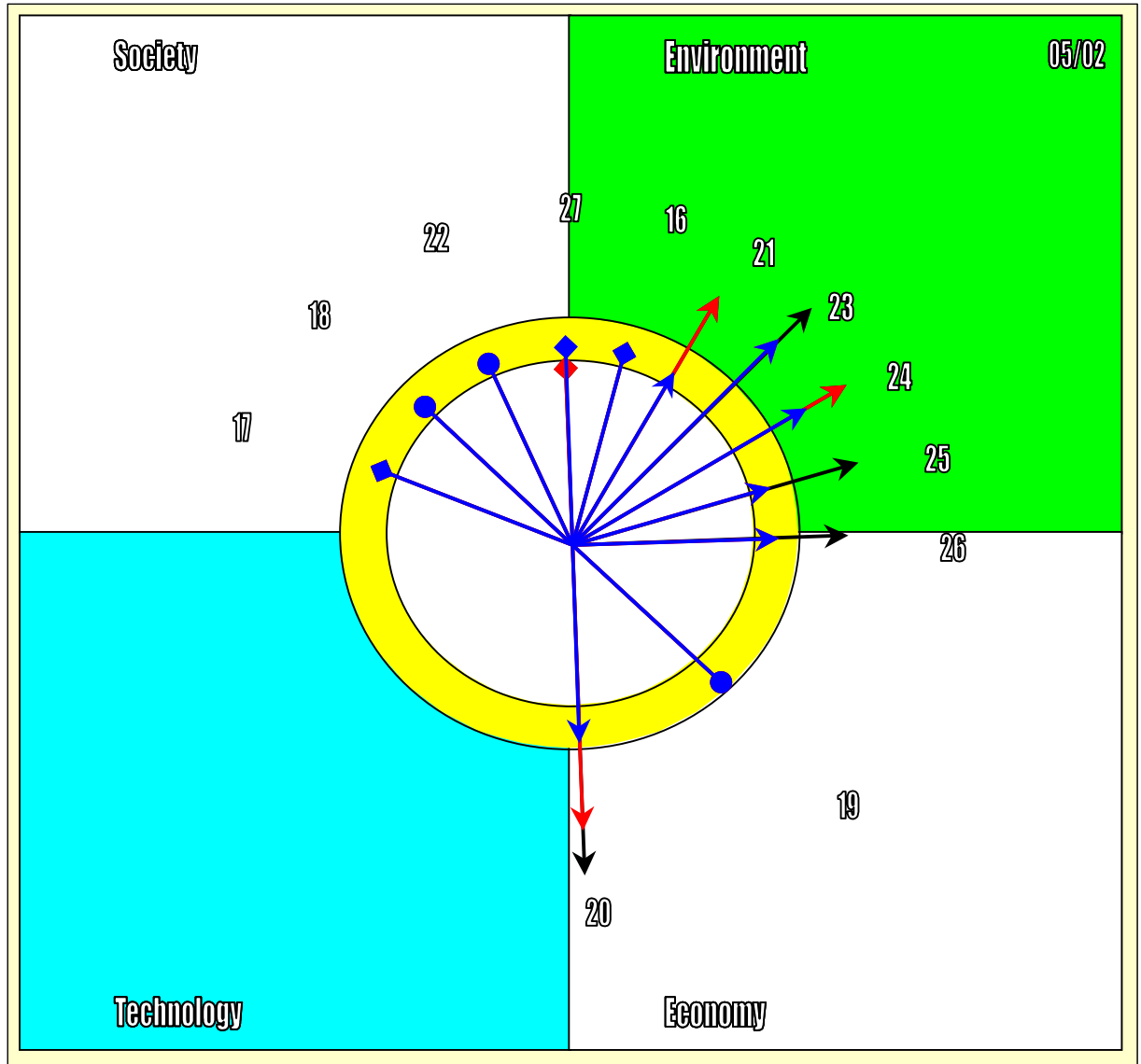
1. A better management and deployment of rodent control officers.
2. A strong educational campaign for the general public to increase cleanliness, besides health promotion campaigns.
3. Increased public awareness and information and where possible more public involvement.
4. Better management of beach/rock stretches with particular emphasis on rocky stretches frequented by bathers and barbequers.
5. Better enforcement through adequate institutional framework and hence more frequency of patrolling backed by required legal structures.

This would result in a scenario, which would increase the cleanliness of beaches and hence less rodent population resulting in less disease.

The best way to sell this strategy would be through financial costings showing increasing trends of good publicity and hence increased tourism in view of better managed beaches, less costs on the health set up from a disease point of view, and less money spent for beach upkeep.

## APPENDIX 2 - AMOEBA SOFTWARE EXAMPLES

This diagram, called the AMOEBA, gives a visual representation of the indicators and the manner these have changed over three particular years. The indicators are categorized into 4 quadrants.



No	Indicator	Quadrant	Polarity	Measure	Max.	Min.	1996	1997	2000
16	Quality of water	1	<	% users	95	50	60	70	85
17	Use index	4	<	% of users	100	85	87	90	95
18	Water affordability	4	x	in cents per cu m	110	12	12	12	12
19	Water consumption per day	2	x	in litres per capita per day	150	90	110	120	120
20	Leaked water	2	>	% of total production	40	20	60	50	40
21	Abstracted ground water	1	>	in million cu m per year	8	2	10	10	6
22	Legionella cases	4	x	no. Of cases	6	2	3	4	4
23	Pest control	1	>	% of takes	20	5	30	25	25
24	no of breaches in rubble walls	1	>	no. Per km	5	2	7	7	6
25	rills and gullies	1	>	density per average sized field	4	1	5	3	3
26	Frequency of beach closures	1	>	no. Of beach days	5	2	6	3	2
27	Coast in public ownership	4	<	% of total coastal length	95	85	80	80	85

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## APPENDIX 4 – PROGRAMME

**Fourth Training Workshop  
on the Systemic Sustainability Analysis  
within CAMP « Malta »  
5<sup>th</sup> - 7<sup>th</sup> February 2001  
*to be held at the*  
**Institute of Water Technology, Luqa****

The principle aims of this February Workshop will primarily be the following:

1. Understand the SIs as developed
2. Be aware of the level of participation involved
3. Understand the strategic use of AMOEBA.
4. Understand and be able to use the software as a planning tool
5. Use SIs as a marketing tool

<b>Monday 5th February</b>
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**Morning Session**

**09:00**

Welcome address by SSA Co-ordinator and Mr. Guillaume Benoit, Director, Blue Plan. Dr. Simon Bell, Lead Consultant, will give an introduction on the programme of this Fourth Workshop.

Each thematic group will then give a presentation on the review of all SIs as now formulated in terms of:

- sense and expected outcome of the SIs: are they feasible and what do they tell us?
- stakeholders participation,
- past and present AMOEBA that should show trends, pressures, crucial points.

This session will be facilitated by Dr Simon G. Bell and Dr Stephen Morse.

The outcome of this first morning session is an understanding of the process followed in developing SIs, awareness of the level of participation involved and an understanding of the strategic use of the amoeba.

*There will be a coffee between 10.45 & 11.00*

*Stop for lunch at 12.30*

**Afternoon session** **14:00**

Workshop with all teams on the use of the software to create the AMOEBA.

This session will:

- review the value of strategic visioning and the use of the SI software in this regard,
- explore the interpretation of AMOEBA,
- using software as "what if" tool,
- future studies: time horizons, assumptions and consistency.

The purpose of this session is for thematic groups to get hand on experience in the use of the software to generate the amoeba an its potential as a planning tool.

The outcome of this session is for teams to be aware of strategic thinking and SIs, be able to use the software and recognise its planning potential.

*There will be a coffee break at 15.30*

*The Workshop should end by 17.00*

**Tuesday 6<sup>th</sup> February**

**Morning Session** **09:00**

Stakeholders will participate during this session and this will focus on the marketing and advertising the SIs including an introduction to the SIs and to the use of SIs.

Mr. Tony Ellul will give e brief presentation of the SIs and their marketing potential.

This will be followed by an open discussion session with stakeholders.

The outcome of this session will give stakeholders a vision of the marketing potential of the SIs and have a marketing strategy for the Sis.

*There will be a coffee between 10.45 - 11.00*

*Stop for lunch at 12.30*

**Afternoon session** **14:00**

This session will discuss how to use the SIs and consider possible outcomes of SIs and what we would do with the information they might generate. The teams will discuss the role and interest of future studies in order to define desirable future outcomes, to identify indicators' objectives and actions necessary to achieve these objectives.

The presentations will be given by Dr Simon G. Bell and Ms Elisabeth Coudert on the strategic use of SIs and the range of outcomes that the Amoeba might generate, followed by a discussion.

The outcome of this session will be an understanding of the strengths, weaknesses, opportunities and threats of the outcomes of various SIs given different types of SI outcome.

<b>Wednesday 7<sup>th</sup> February</b>
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**Morning Session**

**09:00**

This half day session will conclude the Fourth workshop and the teams, facilitated by the consultants will consider improving SIs with a rolling programme of development.

This will be a session with SSA team and teams leaders.

The outcome of this session is for team leaders and SSA team to be able to plan the future extension of the SIs and the use of the software.

*The workshop will come to an end at 11.00 a.m.*

## APPENDIX 5 – PHOTOS OF MEETING WITH STAKEHOLDERS



