



*8<sup>th</sup> IMP-MED Project Technical Regional Workshop  
(Brussels, 21 October 2014)*

*7<sup>th</sup> Meeting of the Working Group on IMP in the Mediterranean  
(Brussels, 21-22 October 2014)*

**The IMP-MED Project: Achievements &  
Recommendations for the future<sup>1</sup>**

**Background**

The key objectives of the IMP-MED Project (compiled for both Phase I and II) can be defined as follows:

- Improving and furthering awareness raising on Integrated Maritime Policy (IMP) in all the ENPI<sup>2</sup>-South Partner Countries<sup>3</sup>;
- Promoting the elaboration of national maritime policies;
- Building on existing co-operation processes and initiatives both at regional and sub-regional levels;
- Raising knowledge levels of policy makers, stakeholders and wider audiences in IMP and key IMP related topics;
- Raising awareness of existing EU and regional funding possibilities<sup>4</sup>.

The present paper intends to outline briefly how all the above mentioned objectives have been achieved. We can summarise project achievements in four main categories:

1. Create awareness on IMP principles and tools amongst a variety of government stakeholders in all southern Mediterranean countries (with the exception of Libya<sup>5</sup> and Syria<sup>6</sup>).
2. Maintaining the momentum of discussion on IMP at the regional level.
3. Development of a Virtual Knowledge Centre on marine and maritime information for the Mediterranean.
4. Provide tailored Technical Assistance (TA) to Partner countries.

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<sup>1</sup> This document has been prepared as part of the EU-funded Project - Integrated Maritime Policy for the

<sup>2</sup> European Neighborhood Policy Instrument

<sup>3</sup> ENPI South Partner countries (west to east) are Morocco, Algeria, Tunisia, Libya, Egypt, Palestine, Israel, Lebanon, Jordan, Syria.

<sup>4</sup> A specific study on Funding opportunities was produced during Phase I of the IMP-MED project and can be found on [www.imp-med.eu/En/image.php?id=373](http://www.imp-med.eu/En/image.php?id=373).

<sup>5</sup> Although the principle of joining the project had been confirmed earlier by the Embassy in Brussels, Libya was not represented at the latest regional events and all further correspondences remain unanswered, so that the contacts between the project and the Embassy have ceased at the Project level.

<sup>6</sup> The EU has suspended all official cooperation with Syrian authorities since May 2011.



## Creating awareness

Especially during phase 1 the IMP-MED project had to undergo a slow and careful process of awareness rising in all the Partner Countries about the objectives, principles and tools of IMP. The emphasis was put particularly on the maritime assets of the Mediterranean and on the corresponding potential benefit of an integrated approach to maritime policy design and implementation, in particular in terms of sustainable maritime economic growth, jobs creation, marine environment protection and a safer and more secure maritime space. This process took several months and required a regular presence of the project experts in the partner countries and the promotion of national inter-ministerial meetings, but it was essential to lay the ground for (and in some cases actively support) the creation of (formal or informal) national IMP governance schemes in various countries.

These achievements were also possible thanks to the active engagement of the IMP Focal Points designated in each country. Their role in facilitating access to information and key stakeholders in the country and their continuous commitment throughout the duration of the project was key to the success of the project in many ways.

The work of Partner Countries over 4 years on the development of an IMP governance framework with the support of the IMP-MED Project culminated in the preparation of a **National Work Plan on IMP** providing an overview of the current state of play and future expected developments in the maritime sector in each country and how maritime governance will be improved at the 2020 horizon.

## Maintaining momentum at regional level

A series of regional events was held during the course of the project. In many cases the events mentioned above were organised back-to-back with important international events for which the IMP-MED Project facilitated Partner Countries' participation (e.g. 12th FEMIP Conference, European Maritime Day 2013 and 2014 et.c). Usually IMP-MED annual events included:

- **Regional Technical Workshops** (8 in total) in the context of which 2 or 3 specific maritime topics selected by the Partner Countries, were analysed thank to the support of external specialised speakers. The topics proposed and discussed during the workshops include: Monitoring of marine environmental monitoring, Ship waste management, Offshore oil and gas exploration and exploitation, Green ports, Sustainable shipping, Cruises and marine tourism, Marine and maritime research, Growth and employment, Marine Protected Areas, Underwater cultural heritage, Maritime surveillance, Maritime governance, Marine Spatial Planning, Fisheries, Maritime training, Maritime clusters.
- **Regional Meetings** (4 in total), which aimed at reviewing the project progress and individual country issues in an effort to exchange best practice and ideas, disseminate knowledge, avoid duplication of efforts and ensure coherence with on-going (and future) initiatives at a regional level.
- **IMP Working Group on IMP in the Mediterranean** (4 organised with the support of the IMP-MED Project), which aimed at facilitating the debate on marine and

maritime issues at the wider regional level actively involving all Mediterranean countries and regional organisations.

The main achievement of these events was raising awareness on IMP approach, maintaining the interest in IMP within individual Partner Countries and providing a regional dimension to the project. The continuous presence of the Focal Points during these meetings helped considerably in maintaining the momentum of the discussions.

Details and material related to each of these events can be found on the project website (<http://www.imp-med.eu/>).

### Virtual Knowledge Centre

The IMP-MED project has been given a mandate to develop the VKC concept through a feasibility study in two phases.

**Phase 1:** The first phase of the feasibility study was completed in October 2013 and consisted of an inventory of on-line Knowledge Management Systems (KMS)<sup>7</sup> providing information on marine and maritime data in the Mediterranean region. Phase 1 culminated in a Final Report containing a description and analysis of selected KMS already available on-line and specific recommendations for the future definition of a Virtual Knowledge Centre on marine and maritime affairs in the Mediterranean<sup>8</sup>.

**Phase 2:** On the basis of the mandate received at the 6th Meeting of the Working Group on Integrated Maritime Policy in the Mediterranean and at the 6th Technical Regional Workshop of the IMP-MED Project at the end of October 2013, the IMP-MED Project Team developed a "basic version" of the VKC by uploading the results of the inventory on a dedicated portal (within the IMP-MED Project website<sup>9</sup>) and delivered the second phase of the feasibility study exploring different options to develop the VKC under the management of a new hosting organisation after the completion of the IMP-MED Project (November 2014). More details are provided in the Background Paper on the VKC.

### Technical Assistance (TA) activities

The following table provides an overview of the Technical Assistance (TA) activities implemented by the IMP-MED Project team during Phase II of the project (2012-2014). In total 19 different TA activities were implemented covering all the southern Mediterranean Partner Countries (except Libya and Syria). Given that time and resources in the context of the project were limited, the IMP-MED project and the Partner Countries agreed on focusing on TA that could lay the ground for follow-up activities (e.g. preparation of Terms of Reference, project identification, feasibility studies etc.). This also helped the Partner Countries in identifying areas requiring further support, which were then integrated in the National IMP Work Plans.

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<sup>7</sup> In this context, the Knowledge Management System is defined as any IT system that has compiled information collated from multiple sources in different formats and provided a gateway to search for and have access to this information in an organized and structured manner.

<sup>8</sup> The Report can be found at [http://www.imp-med.eu/En/studies-and-reports\\_89\\_page](http://www.imp-med.eu/En/studies-and-reports_89_page)

<sup>9</sup> VKC can be found at <http://www.imp-med.eu/vkc/>

Countries	TA activity	Results achieved
Algeria	<b>Development of national maritime cluster</b>	Support was provided towards creation of a national maritime cluster through the conduction of a survey amongst all stakeholders (questionnaire) and guidance on potential options based on international best practice. National Clusters are intended as light bodies promoting all sea based sectors & activities in dialogue with Authorities.
	<b>Improve cooperation between organisations and dissemination of knowledge</b>	The national framework managing maritime related information was reviewed and analysed with the purpose of providing recommendations to improve governance and pave the way for the creation of a national VKC.
Egypt	<b>Education / regional cooperation</b>	Support to Arab Academy for Science, Technology & Maritime Transport (AASTMT-Alexandria) in strengthening its regional role through the extension of its education and training programs and curricula in order to meet the changing and future requirements of the maritime and marine activities.
Israel	<b>Development of a national Maritime Policy</b>	Review of the contents of a Request for Proposal to be launched by the Government of Israel for the development of a National Maritime Policy.
	<b>Indicators for the IMP</b>	Recommendations for the future evaluation of the national IMP and definition of a set of indicators as support to IMP evaluation.
	<b>Support the improvement of a national database/knowledge centre</b>	Suggestions and recommendations for the development of the national Virtual Knowledge Centre in the maritime sector based on the experience of the Regional VKC produced under the IMP-MED Project.
Jordan	<b>TSS off Aqaba coasts</b>	Identification of a series of alternative options for the development of a Traffic Separation Scheme (TSS) in the Gulf of Aqaba and recommendations for implementation.
	<b>Environmental monitoring</b>	Preparation of ToRs for the development of an hydrodynamic model for the Gulf of Aqaba with the aim of predict the consequences of point source pollution from individual port facilities in Jordan.
Lebanon	<b>Development of national VTS/VTMIS network</b>	Revisit existing ToRs for the reconstruction of the VTS/VTMIS network for the entire Lebanese coast.
	<b>Search and Rescue (SAR) Centre</b>	Preparation of ToRs for the development of a SAR centre in Lebanon.
	<b>Aquaculture</b>	Preparation of ToRs for the development of national aquaculture strategy.
	<b>Coastal dynamics</b>	Preparation of guidelines on coastal sediment management including examples of international best practice.
	<b>Mapping and charting</b>	Preparation of ToRs for the conduction of bathymetric surveys for the entire Lebanese coast.
Morocco	<b>Coastal strategy</b>	Analysis of the draft specifications of the coastal strategy tender and recommendations for better integration of maritime issues.



	<b>Spatial Planning and Coastal legislation review</b>	Analysis of the proposed Coast and Planning bills and recommendations for improving coherence at the level of law and of implementation texts.
Palestine	<b>Port management</b>	A training of Seaports Authority staff aimed at defining & sharing strategic priorities for a greenfield port project in all related policies (technical, operational, marketing, security, safety, environment, etc)
Tunisia	<b>Implementation of MSP/ICZM</b>	Analyse the feasibility of developing a Marine Spatial Plan (MSP) in the area surrounding the sand spit of Ras El Rmel (northern Island of Djerba), including the identification of key projects for immediate implementation.
	<b>Development of national maritime cluster</b>	Support was provided towards creation of a national maritime cluster through the conduction of a survey amongst all stakeholders (questionnaire) and guidance on potential options based on international best practice. National Clusters are intended as light bodies promoting all sea based sectors & activities in dialogue with Authorities.
	<b>Port management</b>	Support provided to align national port policy with international environmental regulations / practices for sea(ship) / land (cargo) port interface.

## Main findings & Recommendations

Several conclusions and recommendations can be drawn from the 4-years experience of the IMP-MED project. These are summarised in the table below and are intended as guidance for the future steps of the promotion of IMP in the Mediterranean.

Main Findings	Recommendations for the future of IMP in the Med
<b>REGIONAL LEVEL</b>	
<p><b>1. The development of an Integrated Maritime Policy perception in the Mediterranean required a bottom-up approach from the national towards the sub-regional and, finally, regional level. Starting from a regional dimension expecting that understanding and commitment will trickle down to the national level has revealed to be effective only if the national dimension is sufficiently supported at the same time.</b></p>	<p>It seems essential to continue supporting national initiatives and promoting multi-governance and bottom-up processes on both sides of the Mediterranean shores through networking and capacity-building. International organisations active in the Med (e.g. EU, UfM Secretariat, UNEP/MAP-Barcelona Convention, etc.) should be actively involved in regional or sub-regional level discussions.</p>
<p><b>2. Despite the efforts in maintaining the regional dialogue active through the organisation of regional events, the Partner Countries felt the northern side of the Mediterranean (in particular the EU Member states) was not sufficiently represented and engaged in the process. This perception was mainly a result of the very limited attendance of EU Member states during the IMP-MED project Regional Meetings even when these were organised back to back with international events (e.g. European Maritime Day). In fact, EU MSs were not effectively involved in the IMP-MED project activities. This did not enable the building of any consistent north-south collaboration.</b></p>	<p>Although the nature of the funding of the project does not allow for the EU MSs to be direct beneficiaries of the project, it is proposed to build mechanisms allowing for enhanced collaboration with EU MSs either under the future regional facility for promoting IMP dialogue or at bilateral level (eg “twinning” projects forging a long term relationship between organisations working in similar maritime sectors in the north and in the south of the Mediterranean).</p>
<p><b>3. The IMP-MED Project was intended as a mean to foster convergence of ENPI South countries towards the EU maritime related policies. As a matter of fact, following 4 years of work, EU MSs are not more advanced in the development of an Integrated Maritime Policy than ENPI South countries are.</b></p>	<p>Having acquired a comparable level of understanding and faced with similar problems, ENPI South countries and EU MS have now more to gain from enhanced collaboration than they did 4 years ago. The opportunity for more intense collaboration should be provided through specific means in the next phase of the IMP Project (see above).</p>
<p><b>4. With the possible exception of ENPI CBC-MED Programme, the funding lines made available at the regional level (at least for the Mediterranean) have a tendency to segregate north, south and Western Balkans countries and hinder cooperation.</b></p>	<p>The participation of Western Balkans countries and Turkey to the IMP-MED Project meetings under Phase II was extremely valuable. Supporting participation should be continued under the future regional facility for promoting IMP.</p>
<p><b>5. The critical analysis undertaken in the context of the feasibility study for the VKC clearly highlights that the real constraints in the development of a VKC are not technical in nature (i.e. development of a portal, IT infrastructure, loading data etc.) but essentially related to the governance of the VKC itself. This means that the most complex and time-consuming elements are</b></p>	<p>The development of a VKC on marine and maritime affairs should be undertaken in steps, progressively moving from simple and cost-effective solutions which can be immediately implemented and requiring essentially IT problem-solving, towards more complex and time consuming approaches which require the development of a governance structure. On this basis, the IMP-MED Project has undertaken the preliminary</p>



**related to the respective roles and responsibilities of information producers, the systems owner/manager (if different from the producer as it is often the case), the information users and their relationships. The IT elements, which allow the VKC to be published on-line are much simpler in comparison.**

step of developing and publishing on-line a basic version of the VKC with immediate benefits to all potential users (countries bordering the Mediterranean Sea and beyond). Based on this first result specific additional functions can be developed for the VKC (based on the decisions taken by the relevant stakeholders) and a more complex and articulated set of governance issues can be addressed. More details are provided in the VKC Background paper.

## **NATIONAL LEVEL**

**6. Southern Mediterranean Partner Countries have all demonstrated interest in the IMP concepts and implications and acknowledge the importance of addressing maritime issues in a more coordinate way. However, there is high demand for continued support from the EU on this issue.**

The momentum and interest should be kept high by providing support to Partner Countries on IMP related issues both at national and at regional level. The EC and regional organisations will facilitate the process to the extent possible and will provide advice on the basis of their experience and competencies. Partner Countries should exploit available funding opportunities (e.g. cross border co-operation programmes) and instruments (eg Twinning, TAIEX). Other non-EU countries in the Mediterranean should be supported to equally develop an IMP perception.

**7. Tailored Technical Assistance (TA) at the individual country level is an extremely effective way to focus the attention of the national governments on IMP implications. Inevitably TA needs have a sectorial focus to start with, because this is the way governments think and are organised.**

Working on sectorial TA needs can become an opportunity to widen the vision by demonstrating how an apparently sectorial issue has repercussions on many other areas requiring a more integrated approach. Effective integrated planning requires time and starts with fostering cooperation between institutions and individuals working in different sectors. This level of cooperation should be the main objective of the next generation of TA activities. A special approach should be followed for the rest of the non-EU countries in the Mediterranean.

**8. Developing an IMP at the country level is a long-term objective. The individuals within the governments that have been used as entry points (the Focal Points) did not always represent government bodies with an immediate vested interest in maritime issues (however sectorially organised). This often caused considerable difficulties in communication and had an overall negative effect on the capacity of some Partner Countries to fully engage into the process.**

The selection of Focal Points should allow for the most keen government bodies to be fully represented in all countries. In this sense, the new maritime committees under creation in the different Partner Countries should help to guide the choice of Focal Points for the next phase of the IMP Med project. The committees (where they exist) could be asked to designate a Focal Point to be proposed to the EC for the next phase. The same applies for the rest of the non-EU countries in the Mediterranean.

**9. The step-by-step approach adopted by the IMP-MED Project allowed countries to proceed at a pace which fits with their own institutional context and political objectives in relation to the marine and maritime affairs.**

IMP is not necessarily a priority in all countries' agenda and they will always make progress at different rates, depending on interest and/or readiness. Each country's pace should be respected even if that causes delays in the project implementation and in the delivery of results. The only things that can be done to ensure maximum level of involvement of each country include: a) the selection of suitable Focal Points (see above) and the delivery of concrete short-term results at the national level to motivate key stakeholders (e.g. pilot projects, Twinning, etc.). The same approach should be followed at the other non-EU countries.