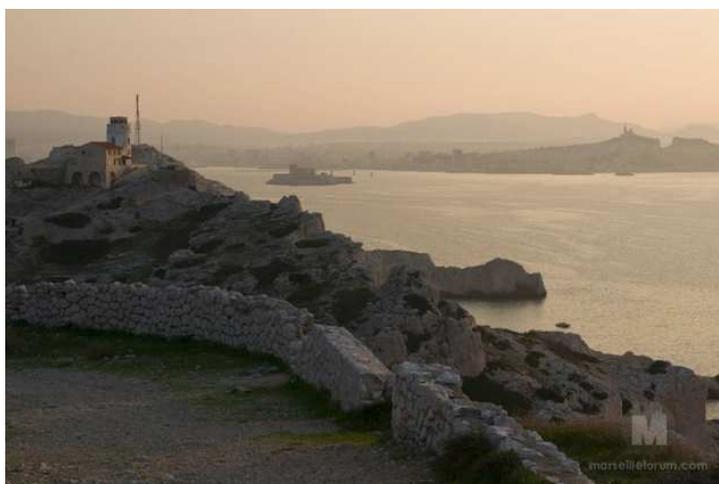


INCLUSIVE GOVERNANCE OF SUSTAINABLE COASTAL METROPOLIS

MEDSEATIES

KICK-OFF MEETING – JANUARY 20TH & 21ST 2014

MARSEILLES VILLA VALMER



MINUTES

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PARTICIPANTS

MEDSEATIES partners

- **AVITEM:** Vincent WALLAERT, Mathilde DIOUDONNAT, Jean Claude TOURRET, Charlotte YELNIK, Clémentine Laratte (consultant in Lebanon), Carmela Cotrone (consultant in Campania region, Italy)
- **Autorité de la Zone Économique Spéciale d'Aqaba (ASEZA):** Mazen Salah Rayyan, Walled Abdulla
- **Communauté Urbaine Al Fayhaa:** Sobhi GHALEB, Amal SOUFI, Roula GHEMRAWI, Nader GHAZAL
- **Ville de Marseille:** Didier REAULT, Michelle REYNAUD, Frédéric OLIVO, Pascale JANNY, Christel GEORGES, Florence PETIT, Fanny RAJON
- **City of Thessaloniki:** Chrysostomos KALOGIROU, Aleka ALEVRIDOU
- **City of Genoa:** Alessandra RISSO, Mariangela GAGGIOLI, Claudio ROMANI
- **TPM:** Dominique BLANC, Guirec QUEFFEULOU, Isabelle BONNEFOY
- **MED SEA CLUSTER:** Julie PERSON
- **DLTM:** Mascha STROOBANT, Chiara LAZZONI
- **UNDP:** Abdallah MUHIEDINE
- **University of Jordan:** Ahmad ABU HILLAL, Ryad MANASRAH, Tareq AL NAJJAR
- **Al Manar University:** Riad MADANI, Iman BABA

Associate partners

- **Délégation Interministérielle pour la Méditerranée (DIMED):** Tristan MOLCINIKAR
- **Conservatoire du Littoral:** Céline DAMERY
- **MEDPAN:** Pierre VIGNES
- **Plan Bleu:** Julien LE TELLIER
- **Medcités:** Joan PARPAL
- **UICN:** Jean-François SYS

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JTS ENPI CBC MED

Paola ROSSI, Maria Madalena MAMELI, Massimo VITRANI

SUMMARY OF MAIN DECISIONS FOR ACTION

The following actions should be undertaken by partners in the weeks following the MEDSEATIES kick-off meeting in Marseilles:

- Establishment of internal management system:
 - AVITEM provides partners with management manual
 - Each partners recruits an external auditor
 - Each partners sends to AVITEM 2 declarations: one signed by the recruited external auditor; one signed by the legal representative
- Work Package Action Plan:
 - WPs Leaders prepare and send to the partners in the weeks following the kick-off meeting an action plan of their respective Work Package.
 - Partners will have the possibility to send their feedback on the action plans
 - A final version of the action plans should be sent by WP Leaders before the end of February 2014
- Financial monitoring:
 - Templates for financial monitoring will be provided to partners by AVITEM
 - Partners prepare and send to AVITEM before 15th April 2014 an estimation of their actually incurred expenditures between 31st December 2013 and 30th March 2014
- Preparation of a minor budget shift:
 - AVITEM prepares and sends templates with guidelines for budgetary minor shift
- Internal regulations:
 - AVITEM prepares a draft version of the project internal regulation to be amended by partners
- Work Package 1: next Steering Committee meeting
 - The AVITEM will have further talk on that issues with Lebanese partners (Al Fayhaa Urban Community, UNDP, Al Manar)
 - The AVITEM will come back to the partners on this issue before March 2014

DAY 1 – 20TH JANUARY 2013

Opening session

Welcoming addresses

Didier Réault, elected representative in charge of the Sea and beaches at the City of Marseilles, President of the National Park of Calanques

Didier Réault welcomed the participants, followed by Michelle Reynaud, Director of the International relations at the City of Marseilles.

Nader Ghazal, mayor of Tripoli (Lebanon) and President of the Al Fayhaa urban community

Nader Ghazal also introduced the meeting by underlining the added value of transnational cooperation for Tripoli to improve its strategies and projects regarding the crucial issue of coastal zone management.

General presentation of MEDSEATIES project

Vincent Wallaert, AVITEM, Project Coordination

After a brief introduction of himself by each participant, Vincent Wallaert made a general presentation of the project, explaining the objectives, expected results and the overall approach of the project (see PowerPoint presentation).

MEDSEATIES is a Mediterranean transnational cooperation project aiming at the empowerment of Mediterranean local authorities and private stakeholders in the multi-level decision-making processes related to the environmental, economic and urban management of coastal cities.

MEDSEATIES gathers:

- 12 partners: AViTeM (Lead partner), Aqaba Special Economic Zone Authority (ASEZA), Al Fayhaa urban community, the city of Marseilles, Toulon Provence Métropole, Pôle Mer Méditerranée, the city of Genova, the city of Thessaloniki, Liguria Sea Cluster, UNDP, Aqaba University, Al Manar University
- 13 associated partners
- 6 metropolitan areas: Aqaba, Tripoli, Thessaloniki, Genoa, Marseilles, Toulon
- from 5 Mediterranean countries: Jordan, Lebanon, Greece, Italy, France
- Local authorities, private sector clusters, international organizations and universities

The project duration is 2 years (2014-2015) during which the following results and outputs should be produced:

- 6 Local Working Groups gathering key stakeholders foreshadowing/ empowering national clusters;
- The participation of 300 local decision-makers to the Local Working Groups and their effective diversity (local authorities, international actors, businesses, universities and civil society);
- 6 Memoranda of Agreement committing mobilised local stakeholders to adopt tailored governance process.

In order to achieve those results, a work program has been established comprising 5 work packages among which 2 major sets of activities may be distinguished.

MEDSEATIES GOVERNANCE: will elaborate a common governance framework in order to initiate coordination between stakeholders related to urban coastal zone management.

Activities will consist in:

- Evaluating current measures and initiatives in the partner territories influencing the management of coastal areas in comparison with similar ones already realized in other Mediterranean zones.
- Identifying the diversities in partners' legal systems in planning and managing the urban/coastal zones.
- Identifying the key local stakeholders related to urban coastal management in each territory as well as the international and national actors.
- Initiating local connections within Local Working Groups gathering the identified key stakeholders as well as a close coordination between national, regional, local authorities, in relation to the various authorisations for joint decision-making procedures and activities that may be achieved.
- Initiating international connections between the Local Working Groups, still with the aim to reinforce good local governance.

MEDSEATIES CAPACITIES: will enhance public and private stakeholders' awareness, capacities and autonomy in order to give them competences to have clout in ICZM.

Activities will consist in:

- Sharing regulatory and scientific topics within the Local Working Groups: existing mechanisms for sustainable networking of institutions, sectoral legislations and planning; opportunities associated to economic, financial and fiscal instruments: clusterization of maritime businesses, management of public and private lands, use of the property, etc.
- Elaborating and diffusing communication tools adapted for each target group (national, local decision-makers and economic and civil society) promoting the integrated coastal zone management and its impact on environment and on the communities living there.
- Building public awareness through the realization of an awareness campaign to inform inhabitants about social benefits of coastal environment protection experiences and transferring know-how on the following and changes related to coastal management happening in their territories.

Session 1: Challenges, governance framework, experiences and projects related to coastal zone management in the partner urban areas

After this general introduction to the project, a session was dedicated to the presentation of each participating territory and its specific challenges related to coastal management, in the areas of Aqaba, Tripoli, Thessaloniki, Genoa, Marseilles and Toulon (see PowerPoint presentations).

Area of Aqaba

The area of Aqaba was presented by Mr Ahmad Abu Hillal from the University of Jordan with complementary information provided by Mr Waleed Abdullah and Mr Mazen Rayyan from the ASEZA.

Area of Tripoli, El Mina and Bedawi, Lebanon

The area of the cities of Tripoli, El Mina and Bedawi was presented by Sobhi Ghaleb from the Al Fayhaa Urban Community.

Area of Thessaloniki, Greece

The area of Thessaloniki was presented by Chrisostomos Calogirou from the Thessaloniki municipality.

Area of Genoa and region of Liguria, Italy

The area of Genoa was presented by Alessandra Risso and Claudio Romani from the Genoa municipality.

Integrated coastal zone management in France

Area of Marseilles, Pascale Janny, Marseilles municipality

Pascale Janny presented the general context of the urban coast management in Marseilles. She particularly outlined the recent establishment of the Calanques National Park comprising most of the remarkable coastal areas located in the boundaries of the Marseilles municipality.

Area of Toulon, Guerrec Queffeuou, Toulon Provence Métropole

Guerrec Queffeuou presented the context of the area of Toulon and notably the establishment of the Bay Contract that is an innovative and multi-stakeholder governance and planning tool of the Toulon bay.

Reaction and discussion with the Associated partners of the MEDSEATIES FRIENDS CLUB

At the end of the morning, associated partners were asked to give their opinion and comments on the project and presentations by the MEDSEATIES partners.

Joan Parpal, Medcities

The MEDSEATIES project should continue what is done with other funds. It should be also the basis for other projects, because the integrated coastal zone management (ICZM) is one of the priority themes for the future in programmes. Be it the interface port/sea or port/land, partner cities have problems with the sea.

For instance, in Thessaloniki and Tripoli, there are sewage plants and a lot of waste going to the sea: organizing this is the main issue. When you speak about governance, you have to consider both things. Territorial planning is the main tool to clarify how to solve the fight of interests. He wished good luck to the project, which is also in their interest. He would like MEDSEATIES partnership to use their collaborative platform to exchange about MEDSEATIES.

Vincent Wallaert underlined that if we had to choose between sea and land (which is not the case), we would choose land, because we are urban cities partners.

Despina Karariga, Egnatia Odos, Thessaloniki

Despina Karariga presented her organization, that is an associated partner of the MEDSEATIES project and that works at national level and is in charge of infrastructure of Thessaloniki Municipality, targeting the economic and touristic development of the area. She said that smart and careful management of the coastal zones is the solution: protecting environment, citizens and heritage is the key for MEDSEATIES.

Carmela Cotrone, Campania region

Carmela Cotrone comes from the Napoli urban area where problems and questions are the same. It is difficult to know what we do together, except for the methodology we share. The participation of the society and communities could be stronger, ie not only companies, but also common people. Considering our local actions, this could lead to the improvement of our governance system in all partner cities. Questions for our project are: how we could improve the macro-regional implementation of our strategies, having similar indicators, visions and objectives; how to share complementary actions. We could

build a new trend of the Mediterranean regions and promote more cooperation between the EU and Southern countries.

Pierre Vignes, MEDPAN network

Pierre Vignes underlined that a key issue about multi-level governance of coastal management is to assess how important it is to involve all the partners to share tools on coastal management.

Julien Le Tellier, Plan Bleu

There is an urgent need for synergies and integration of initiatives: key words are initiatives, communication, diffusion. Plan Bleu could provide with feedback about their project activities. Regional agreements should be better taken into account. Important activities are notably the ECAP initiative, a proposal for a new European directive on maritime spatial planning, the ICZM Protocol. Plan Bleu could act as an interface between regional initiatives and the Mediterranean.

Session 2: Constitution of the MEDSEATIES Steering and Technical Committee

After lunch, the next session was dedicated to project activities and work plan.

MEDSEATIES Action Plan, Mathilde Dioudonnat, AVITEM

Mathilde Dioudonnat made a general presentation of activities and action plan for a total duration of 24 months, with a focus on 2014. This general road map is included in the Implementation Guidelines prepared and sent by the AVITEM to the WP leaders before the Marseilles meeting.

Then, each Work Package leader presented his WP and the first actions to be done during the project.

Work Package 1 – Mathilde Dioudonnat, AVITEM

Mathilde Dioudonnat presented the Work Package 1 that comprises all the management and coordination activities. It is coordinated by AVITEM.

This Work Package includes the organization of Steering Committee and Technical Committee meetings.

Work Package 2 – Florence Petit and Fanny Rajon, Marseilles municipality

Fanny Rajon presented the Work Package 2 about Communication activities coordinated by the Marseilles municipality.

Work Package 3 - Sobhi Ghaleb, Al Fayhaa Urban Community

Sobhi Ghaleb presented the Work Package 3 about Capitalization activities coordinated by the Al Fayhaa urban community.

Work Package 4

Abdallah Muhieddine from UNDP ART GOLD presented the Work Package 4 about MEDSEATIES GOVERNANCE.

MEDSEATIES GOVERNANCE Work Package will elaborate a common governance framework in order to initiate coordination between stakeholders related to urban coastal zone management, at territorial and local level on the one hand, at transmediterranean level on the other hand.

Work Package 5

Mascha Stroobant from DLTM, presented the Work Package 5 about MEDSEATIES CAPACITIES.

Discussion and conclusion

It was decided that WPs Leaders should prepare and send an action plan of their respective Work Package:

- A draft action plan to be sent in the weeks following the kick-off meeting to the partners;
- Partners send their feedback on the action plans;
- A final version the action plans should be sent by WP Leaders before the end of February 2014.

Work Package 1

The feasibility of organising the second Steering Committee meeting in Tripoli (Lebanon) was discussed. The AVITEM will have further talk on that issue with Lebanese partners (Al Fayhaa Urban Community, UNDP, Al Manar) and will come back to the partners on this issue before March 2014.

Work Package 3

Partners discussed about the differences between the two groups of associated partners (MEDSEATIES FRIENDS CLUB and projects) and the nature of participants to the Local Working Groups.

Work Package 4

Mazen Rayyan, from the ASEZA, underlined that each institutional partner could not sign documents such as the MoU, because they have their own law, all are different and have different regulations.

Abdallah Muhieddine from UNDP answered that it was one of the main challenges of MEDSEATIES: we need to have a common vision and gather all the stakeholders. That is why we need to identify the diversity: only after we can implement activities and create the local working groups, in order to start thinking together and elaborate common concepts.

Vincent Wallaert admitted that we have fragmented situations, but we have to put them down and start with them. That is why the general objective of the project is governance:

we need to identify best practices in terms of local decision-making processes, local planning... A good example is the Contrat de Baie of Toulon, which is a policy tool to build dialogue between all the stakeholders of the coastal area.

Management and governance of the project, Vincent Wallaert, AVITEM

Vincent Wallaert presented the management and governance of the project, including internal regulations and management principles of the project and the nomination of members of the Steering Committee and Technical Committee.

Within each partner's organization, 3 functions can be distinguished: coordination, communication and administration. Nevertheless, if this separation is compulsory for the Beneficiary (AVITEM), partners are free to have dedicated staff for each of this role or not.

Local Working Groups (LWG) are managed by the local authorities partners in each country, not by the coordination team of the project.

Conclusion

AVITEM will prepare a draft version of the project internal regulation to be amended by partners.

Partners expectations and success criteria

At the end of the day, all the partners expressed their expectations from the project.

University of Jordan

The clarification of roles within the steering committee and the technical committee, as well as the communication, are very important for the success of the project. We need deeper discussion on how we can achieve the results of the project.

Al Manar University

Riad Madani wished that the project would be a platform to disseminate knowledge about environmental issues such as climate change impact. They strongly believe in the outcomes of the project.

The University of Jordan and Al Manar emphasized that we need to build clear guidelines, tools and attitudes.

Marseilles municipality

Pascale Janny said that they expected more exchanges with Mediterranean countries, notably concerning: management and protection projects; enriching from experiences of some partners on coastal management, like Thessaloniki and Genoa; aspects related to governance and communication, notably towards the populations: they expect from MEDSEATIES concrete progress on these aspects.

Frédéric Olivo added that they wanted to show something concrete to Marseilles citizens, and succeed to manage the WP on communication, which is something new for them.

Thessaloniki Municipality

Chrysostomos Kalogirou underlined that we need to be realistic, concrete and results-centred. We have to limit our approach to urban coastal zones and not all the coastal zones. Maybe every city has different problems to tackle.

The following issues have been stressed as particularly important aspects:

- The legal framework (a very important issue);
- The old port: how the city will keep it as an active port;
- The use the sea as a part of a holistic system for transportation in the city;
- How we will strengthen the cultural and touristic dynamics for the city.

Genoa Municipality

Alessandra Risso said that we should investigate which participative model each city has.

Mediterranean Sea Cluster

Julie Person underlined that the Med Sea Cluster is currently managing interesting projects they could bring as best practices in the MEDSEATIES experience sharing process.

AVITEM

Vincent Wallaert stressed that if partners thought of implementing some issues (for example clusterization), MEDSEATIES could be a good place: partners have to think about projects which could be of interest in their territory.

MedPAN network

Pierre Vignes answered that Marine Protected Areas (MPA) are one of the efficient tools for these issues. The question of governance is at the core of all the networks. He advised that MPAs should be involved in the LWG of each country.

JTS/JMA

JTS concluded by saying that as a project, we have to be concrete and have results, with a limited amount of funds. It is important to stick to our original project. We will achieve limited results because we are in a limited framework, but tangible results.

DAY 2 – 21ST JANUARY 2013

The second day meeting was dedicated to administrative and financial management procedures. Due to technical problems faced by the shuttle boats in the Marseilles harbour, it was impossible to hold the second day meeting in the Frioul Islands as initially provisioned.

Administrative and financial management procedures

Vincent Wallaert from the AVITEM, as well the representatives from the ENPI CBC MED Joint Managing Authority (JMA)-Joint Technical Secretariat (JTS), Maria Madalena Mamelí, Paola Rossi and Massimo Vitrani, presented the project budget and main reporting procedures (see PowerPoint presentations).

Main features of the budgetary and management framework, Vincent Wallaert, AVITEM

An introductory presentation was made by Vincent Wallaert to give a first insight on the budgetary framework and management procedures

The budgetary framework

The budget is 1 834 518 euros, 90% being co-financed by the ENPI CBC MED program of the European Union with the following breakdown between cost categories:

- Staff
- Travel
- External expertise

General financial flows

Vincent Wallaert underlined the different steps leading to the payment of prefinancing.

Step 1: Preparation of partners' contribution to prefinancing request including:

- Financial report
- Full expenditures verification report (Annex VII of the grant contract including Annex 2A, Annex 2B, Annex 1)
- Both of them signed by legal representative and external auditor

Step 2: Partners send their contribution to AVITEM for consolidation

Step 3: Consolidation prepared and sent by AVITEM to JTS for first level control

Step 4: Payment claims validated by JMA

Step 5: Payment transferred to AVITEM by JMA

General financial flows



Financial monitoring

Beside formal annual payment claim, a financial monitoring will be organized on a 3 months basis; meaning that every 3 months, partners will be asked for a financial estimation of their incurred expenses within the project.

This will allow the AVITEM to have a smooth follow-up of the expenses, to anticipate difficulties and also successes. In that framework, the first round of monitoring will start at the end of March. In this perspective, templates for financial monitoring will be provided to partners by AVITEM.

Main procedures for financial and administrative management in the ENPI CBC Med program, Maria Madalena Mamelli and Massimo Vitrani

Maria Madelena Mamelli presented the ENPI CBC Med program. Established in 2007, this tool forms part of the European Neighbourhood Policy that defines the EU's strategy *vis-à-vis* countries with common land and/or sea borders with the European Area.

The fifteen cross-border programmes covering the external borders of the EU are accorded a total budget of EUR 1.18 billion. These programmes fund cooperation projects between local actors from different countries.

In the Mediterranean, the programme focuses on 4 strategic areas:

- Promotion of socio-economic development and the enhancement of territories;
- Promoting environmental sustainability in the Mediterranean basin;

- Promotion of better conditions and means by which people, goods and capital can move;
- The promotion of cultural dialogue and local governance.

Mrs Mamelli also outlined the main contractual documents and legal references to be taken good note by partners.

Massimo Vitrani then presented the main basic rules of financial planning and management to be understood and implemented by partners. A special emphasis was put on the planning of pre-financing requests.

Nature	Amount	Conditions	Timeframe
1 st pre-financing	80% of estimated contribution year 1	ENPI Grant Contract signature, Auditor appoint. (Ben)	45 dd. after Auditor appoint.
2 nd pre-financing	80% of estimated contribution following 12 months adjusted by Cash Status*	ENPIENPI share of reported expenditures = 70% of 1st pre-fin	Beginning 2 nd year
3 rd pre-financing	80% of estimated contribution following 12 months (but not over-passing 90% of project ENPI costs) adjusted by Cash Status*	ENPIENPI share of reported expenditures = 100% of 1st pre-fin and 70% of 2nd pre-fin	Beginning 3 rd year
Balance	10% of project contribution	ENPIENPI share of eligible expenditures = 100% of project total ENPI-related costs	45 dd. after Final Report approval

Questions and discussion

Various important issues were discussed.

The collective responsibility for expanding the budget

We have to spend as much as possible during the first year, because the pre-financing for the second year depends on this. We should spend 100% of the pre-financing during the first year, and 70% during the 2nd year; after this, the JMA will recover the money left.

One eligible expenditure= one dedicated budget line

To be eligible, expenditures must correspond to a single dedicated budget line.

For human resources, every budget line for staff corresponds to one person working on the project. For example, 3 sub-budget lines in staff means that 3 persons work on the project. In case a greater number of persons work on the project, partners have to ask the beneficiary (AVITEM) for a budget shift. The beneficiary will then ask the JTS/JMA its validation of the minor budget shift. Human resources can be dedicated to the project full time or part time.

Implementation period

The date of signature of the contract is 30th December 2013: costs are eligible starting from this date. The implementation period runs from the 31st December 2013 till the 30th December 2015.

No duration extension allowed

There will be no way of extending the project implementation period (which lasts 2 years), as all the projects of the programme must end by December 31st 2015. Costs are eligible only during the implementation period, except for costs related to final reports, expenditure verification and final evaluation.

Preparation of the prefinancing transfer

To make the first payment, there are several conditions:

- The JMA will transfer the first prefinancing once the AVITEM has recruited an external auditor.
- The AVITEM will transfer to partners their share of the first prefinancing once they have:
 - Recruited and signed the contract with their external auditor;
 - Sent to AVITEM 2 declarations: one signed by the external auditor, one signed by the legal representative.

Internal organization for financial management

A financial manager is compulsory only for the beneficiary, but JTS suggests that all the partners have a financial expert as well.

Organization of a minor budget shift

Partners agreed on the need to adapt the project budget through minor shifts within existing cost categories.

This budget shift should aim at adapting the existing budget lines to the actual situation of your internal organization and correct some minor errors and inconsistencies that may have remained in this version of the adopted budget.

In order to **stick with the minor budget change procedure** (simple information to the JMA instead of formal authorization of the program steering committee) it should not lead to a significant budget change or transfer between budget categories or between partners.

Technical visit

After the end of the meeting, partners had lunch in the restaurant La Grotte, in Callelongue, in replacement of the restaurant which had been planned in the Frioul Islands.

The travel in bus up to there was an opportunity for partners to benefit from technical and touristic information given by Pascale Janny and Christel Georges from the Municipality of Marseilles related to the “Corniche” and the economic and touristic activities taking place on the shore bordered by Marseilles city.