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**STUDY FOR THE CREATION OF AN URBAN
AGENCY FOR THE MEDITERRANEAN
AND OF AN AWARD FOR URBAN INNOVATIONS**

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The authors take full responsibility for the content of this report.

The opinions expressed do not necessarily reflect the views of the UfM Secretariat

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AWARD FOR URBAN INNOVATIONS**

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1. INTRODUCTION

1.1. Background

The study carried out by the European Institute of the Mediterranean (IEMed) has dealt with two related elements of the preparatory work for the development of a **Euro-Mediterranean sustainable urban strategy** requested in the declaration of the first Ministerial Conference on Sustainable Urban Development held in Strasbourg on 10th November 2011:

- *A preliminary study to determine if the creation of a coherent mechanism, such as an Urban Agency for the Mediterranean, is needed to support sustainable urban development in the Mediterranean taking into consideration the importance of networking, existing systems, structures and institutions, and the principle of voluntary contributions;*
- *An award for urban innovations to identify and promote best practices.*

These two elements must be seen in the context of the **Guidance Framework (GF)**, the main component of the UfM Sustainable Urban Strategy, which aims at providing decision-makers in the Southern and Eastern Mediterranean countries (Mediterranean Partner Countries or MPCs) with a set of suggestions on how to structure urban development *“favouring the spatial planning of living areas, ensuring the long-term existence of urban areas, incorporating all the components of sustainable development and providing to residents access to all the basic services, leaving no urban area aside.”* Therefore, these suggestions, intending to establish a shared perspective in MPCs’ urban and spatial strategies, are necessarily the background for the two proposed initiatives: the possible creation of an Urban Agency for the Mediterranean and of an award for sustainable and innovative urban projects.

The challenge of the study was to identify possible outcomes of these basic ideas that could be feasible and acceptable to the UfM Secretariat and the other stakeholders dealing with urban issues in the region. Feasible and acceptable meaning that these outcomes should be technically and economically relevant, in the sense that they would

efficiently improve the practice of urban renewal and development in the region, and that they would be politically suitable within its very complex framework of relationships both between countries and within them.

From the first moment, it has been obvious that the two proposed initiatives are related, first because both should, in any case, be linked to the UfM Secretariat and second because it seems logical that, should awards be given, its management would be one of the tasks to be carried out by the possible instrument to be developed. Keeping this in mind, the two elements have been independently analysed, to separately study the potential merits of each initiative and, eventually, determine how the awards options would fit with the proposed structures of the possible instrument. To avoid misunderstandings about its integration or not in the UfM Secretariat (UfMS), in this report this instrument has been called the Mediterranean Urban Instrument (MUI)

1.2. Objectives of the study and envisaged results

The initial idea of analysing the viability of a new Agency has evolved during the execution of the study, as it has been considered more important to analyse the needs for a regional structure to foster sustainable urban development in the region, determine the functions that the MUI could have in fulfilling such needs and thereafter build possible scenarios to be presented to the ministers for decision. The concept of an Agency becomes, in this context, just one of the possibilities being envisaged. What is implicit with this study is the role to be played by the Transport and Urban Development Division (TUDD) of the UfMS in the urban domain in the Mediterranean.

Regarding the award component of the study, a similar approach has been taken but, as will be seen, the potential scenarios have been placed on a progressive scale, so the options proposed are essentially small variations of a similar modest approach, starting with functions that would correspond to the MUI in any scenario going beyond the do-nothing situation. From that modest award set-up, other more complex and costly possibilities could be envisaged.

The results had to be, in any case, a restricted number of possibilities in order to facilitate the decisions by the ministers. The selected options have been duly analysed to establish some first ideas of requirements in terms of staff, budget, location, etc., the added value they could bring, the links with existing structures (institutions, networks, etc.) and the difficulties to be confronted.

1.3. Implemented works

The Terms of Reference of the study indicated the tasks to be carried out, which have been duly executed. In the first phase, a thorough inventory of institutions, networks and programmes with direct or indirect relation to urban development in the Mediterranean has been undertaken. This has allowed the identification of more than 170 organisations, networks and programmes. Among them, more than 60 structures of some interest for the MUI have been described through individual fiches. This exercise has been essential to identify the needs in the region and establish the potential functions of the MUI.

An inventory of awards on urban projects or that could be used as a reference to analyse the interest of a Mediterranean award for innovative and sustainable urban practice has also been carried out. The identification of around 145 awards on the urban-built environment or considered to provide inspiration for the proposals to be made have led to the preparation of more than 60 data sheets with specific information on those awards with particular interest for the purpose of the study. They have also been essential for the preparation of the progressive award process finally proposed.

These two pieces of research have been complemented with a series of interviews that have taken place in seven countries (including Lebanon, Egypt, Algeria and Morocco) with a variety of representative stakeholders from specialised agencies, governments, private sector, and international organisations, among others. These interviews have proved essential to understanding the receptivity of the various proposals, but also to provide new visions and useful ideas on practicalities. The key institutions have been included in the set of interviews as well as the most important institutions, networks and programmes

related to the Mediterranean or the urban sector. State officials in the visited MPCs have been particularly useful and shown a great interest in the development of the urban issues within the UfM.

This first-hand information has been used to establish the basic functions that the MUI could eventually perform to cover the needs identified. They have been structured in seven areas:

- Assist in project preparation
- Project funding
- Facilitate technical assistance
- Knowledge sharing
- Network coordination
- Participation in programmes
- Organisation of awards

They have been used to establish four scenarios for the MUI that subsequently have been evaluated through a multi-criteria evaluation process, in which benefits and disadvantages (criteria) have been given a weight and the different scenarios valued according to these criteria. This process has used a Delphi method in which some 20 urban experts from different countries and backgrounds have graciously participated. The results have been processed to establish a ranking that has allowed the identification of two final scenarios to be presented to the ministers for decision.

Regarding the awards, another approach has been followed, as the progressive development process, starting from a modest proposal, has been accepted as the best solution by most people, the TUDD in particular. The options are relatively minor and mostly relate to the activities to be carried out in the MPCs.

The link between the MUI and the award is, as already indicated, quite clear. The selected scenarios both incorporate a knowledge sharing activity that fits perfectly with the award process proposed. In reality, the options presented to the ministers do not envisage major differences with regards to the award concept.

These options have been analysed in detail and are developed in this synthetic document, which obviously focuses on the results. The two intermediary reports, the detailed factsheets of the agencies and awards inventories, the multi-criteria analysis and several notes on the interviews are also submitted to the UfMs as side documents related to the study, but they are not included in this final report.

2. THE INVENTORIES

The objective of the inventories included in the study was:

- a) to provide a detailed map of the present situation with regards to the institutional set-up regarding urban issues in the Mediterranean;
- b) the identification of existing agencies or similar institutions and other structures (e.g. city networks), acting in the urban sector (and in other sectors where action has a strong local content) that may be a reference, due to their similarity in terms of objectives and functions, for the proposals to be presented as a response to the request of the ministers regarding the possible creation of a Mediterranean Urban Agency;
- c) the detection and description of awards given to urban development projects and initiatives around the world and of awards that could be considered inspiring reference for the initiative to be analysed, even if not directly linked to urban projects. The regional perspective has been considered as an essential framework for the awards, so purely local recognitions have not been included, unless they were internationally recognised.

These detailed factsheets of the inventories, which constitute a main component of the study (separately handed to the UfMS, and not included in this final report) have contributed to identifying the needs in the urban sector and give valid indications on the functions that the MUI could undertake.

2.1 Institutions, agencies, networks and programmes

To understand the environment in which the MUI would develop its activities, an inventory of the institutions acting in the region that are relevant for urban projects has been carried out. Besides the international institutions that cover the Mediterranean as part of their global activities, or sub-regional ones, like the Arab League, the inventory has shed some

light on the framework in which the UfM is presently placed. A wide array of political and financial global institutions are cooperating but also competing in the region. Most of them have some activities directly linked either to the urban sector (UN-Habitat) or its financing in the Mediterranean region (EIB, World Bank, African Development Bank, and recently the EBRD, among others).

We must stress the role being played by the European institutions, particularly through the European Neighbourhood Policy (ENP), which guides the relations with their southern neighbours. The ENP has so far been largely bilateral. Nevertheless, there are numerous cross-cutting themes where the EU and its ENP partner countries share common interests and concerns and which can usefully be addressed in a wider regional context. Regional cooperation, essentially through the Euro-Mediterranean Partnership, complements EU bilateral assistance programmes, tackling challenges with a regional dimension.

National development aid agencies are also present in the area, mostly giving financial technical assistance to country organisations and local and international NGOs. These agencies are often bound by their countries' historic links with those in the Mediterranean. These historic and cultural links also explain the importance of decentralised cooperation between the regions and municipalities of the North and the South of the Mediterranean. Development assistance often lacks the frame of formal cooperation agreements; it is, however, a powerful vehicle to promote institutional capacity, economic development, energy efficiency or environmental protection in the cities and regions of the Southern and Eastern Mediterranean countries. The fiches provide detailed information on these institutions and other structures that frame, politically and financially, the activities of many regional actors in urban issues.

There are many organisations focusing on and acting in the Mediterranean. They usually cover several sectors, some of them, in particular those related to the environment, with a strong urban component. However, the only agency with an integrated urban approach in its objectives is the recently created "Agence française pour des villes et territoires méditerranéens durables". It is, as a consequence, a reference for the present study, although, according to its instigators, the French Agency is not trying to take the role

foreseen by the ministers when they approved the Strasbourg Declaration. It is supporting French interests and, in principle, does not envisage having a regional character.

The source of inspiration for the objectives, functions and structure that is sought with the inventory must be found either in agencies for other geographical areas or by focusing on other sectors. On the other hand, the character of these agencies depends on the typology of their promoters and supporters (for instance, international, national, regional or local), their objectives and functions (executive or oriented to knowledge sharing or other “soft” activities) and obviously on their capacity, linked to staff, budget, financing sources, etc. These aspects have been taken into account to classify the identified organisations in order to facilitate the analysis and carry out a first screening to pinpoint those models or specific elements that could be used as references for the study on possible mechanisms (a specific agency or others) to be implemented in the Mediterranean region.

The inventory has been divided into multilateral initiatives with a Mediterranean scope, networks and programmes. The first ones are subdivided into those of a general character, those with an urban focus and those related to energy, transport and the environment. The networks identified are those linked with the region, with the urban sector or jointly for urban issues in the Mediterranean. Finally, some relevant networks, which are mostly supported by the EU, are also described.

This screening of all these structures, based on categorical data analysis using the above key variables, has led to the selection of the critical objectives and functions (see point 3) that have a clear potential for the definition of the possible roles of a new structure to promote sustainable and innovative urban projects in the Mediterranean.

2.2. Awards

The Awards inventory consists of two parts. The first part is a simple list of all the recognitions that have been identified through a search using expert knowledge, complemented by the use of search engines. They have been classified in three categories in order to better select those of particular interest for our endeavour:

- Awards related to the urban-built environment
- Awards focused on the Mediterranean region
- Other awards not directly linked to the objective of the study but with potential value as inspiration for the creation of the award

The more than 60 awards on the urban-built environment identified show the importance given to the sector by public and private institutions. The impressive growth in the number of awards created in the past decade shows the growing interest both in the sector and in the value of public recognition to promote best practice and innovation. The award mechanism is seen both as a marketing tool, notably by the professionals involved in urban development, and as a political tool for public promoters that brings visibility.

The award category on the urban-built environment may be classified in three main groups based on their focus. The first one encompasses all those general awards aimed at highlighting best practice from the point of view of the professional bodies involved (engineers, architects, urban planners, landscape architects). The second one includes the awards having as a key factor the economic, environmental and social benefits delivered by the project. This approach very often allows the recognition of project leaders, policymakers and also cities or regions even beyond the specific plan or project and its authors and/or promoters. The third category focuses on sectoral aspects and/or specific geographic characteristics (e.g. transport infrastructure in coastal towns). This narrower approach still constitutes the prevailing attitude towards urban action in most cities.

Most of the initiatives that have been included in the inventory are either international or regional. Only a few that are purely local but internationally recognised have been added to the list.

When it comes to identifying the organisations giving the awards, there is a wide range of types to be considered. Professional associations, alone or together with local authorities and/or cultural institutions, have a strong presence in the first group. International

institutions, national and regional governments, local authorities and their agencies are much more present within the second group, while the third group appears to be more heterogeneous.

The awards specifically bound to the Mediterranean region that have been identified amount only to 11. They are illustrative for the purpose of the study, but none of them can be deemed to focus on identifying best practices on urban sustainability and innovation in the region. Those recognising urban projects are either covering too wide a range of typologies of projects (e.g. Mediterranean Award), have an excessively flexible acceptance policy (e.g. Mediterranean Honorific Award), or respond to clustered professional interests (e.g. Mediterranean Sustainability Architecture). The organisations involved in these awards are typically foundations, non-profit federations and non-governmental organisations.

The more than 70 awards classified as providing inspiration for the proposals to be made offer a very heterogeneous mosaic of initiatives and have globally provided valuable concepts to structure the proposals made. Four groups can be identified within this category: (1) Classic awards recognising a body of work of lasting influence (e.g. Pritzker Prize); (2) Narrow-scope subject awards (e.g. the International Highrise Award); (3) Innovative award concepts (e.g. LLGA Living Labs Global Award); and (4) Awards to projects on sectors that are related to the Urban-Built environment (e.g. ManagEnergy Local Energy Action Award). Most of the awards that can be included in group (1) have a consolidated track record. Awards in group (2) can be interesting in their structure and organisation despite offering only a partial view of the urban concept envisaged in the study. Group (3) introduces a fresh attitude towards what constitutes an award. Finally, Group (4) considers those sectoral initiatives that are relevant but have not been included in the urban-built environment category because they do not entail an integrated approach.

The second part of the Awards Inventory consists of more than 60 data sheets providing specific information on those awards providing interesting inputs towards the production of proposals for the UfM. Whilst the rest, up to the around 145 awards included in the

survey, have been analysed, they did not seem to deserve a more in-depth scrutiny for the objectives of the study. Some of them actually share very similar structures and aims. Therefore, only the awards that have international, European or Mediterranean recognition and have been illustrative for the study are described in detail in the data sheets, which include the following key aspects:

- Description
- Organisation (organisation, organisation acronym, type of organisation, geographical scope type, geographical scope)
- Eligibility requirements (geographical scope type, geographical scope, recipient, call for/awarded for, categories)
- Recognition (prizes, mentions)
- Dissemination
- Jury (jury composition)
- Year of creation, frequency, next awards
- Contact (web)

However, other key data have been identified in order to characterise the proposals:

- Eligibility requirements (completion requirements)
- Selection process (candidate pre-selection, finalist pre-selection, criteria for awarding)
- Management (permanent structure, awards structure)
- Financial and economic aspects (% organisation, % public sponsors, % private sponsors, % candidates, other events included, total budget per awards event)
- Parallel events (type, events, organisation)
- Contact (headquarters country, headquarters address, contact person, phone, e-mail)

Besides the practical aspects that have been learned, two main conclusions have been drawn from the exercise:

- Awards for best practice appear as a promising mechanism to promote project quality and knowledge sharing in the region.
- The financial resources that could be made available for the awards are scarce.

Should the idea be accepted, the awards should not involve cash payments; funds would be needed to support the process, but the awards should be linked to prestige and perhaps benefits in kind.

3. THE SCENARIOS FOR THE MEDITERRANEAN URBAN INSTRUMENT

The possible functions envisaged for the Mediterranean Urban Instrument constitute the background for the definition of a set of scenarios that are, essentially, reasonable combinations of these functions. The scenarios include, however, indications on the role to be played by the MUI in relation to these functions, its governance implications and the main difficulties that would have to be confronted to implement them.

After analysing all reasonable combinations of the functions, four major scenarios have been prepared in more detail for further consideration. All of them included, initially, various possible options for the awards, as they did not represent particular constraints on the solutions that could be adopted for the MUI.

The tables provide the basic characteristics of the four scenarios that have been developed:

- The maximum scenario: a specific independent Agency, with a major role in project preparation and financing.
- The comprehensive proposal, which assumes that a similar major role will be played directly by the UfM Secretariat.
- A partial proposal in which the UfMS would carry out a great deal of knowledge sharing and coordination activities.
- A “minimum scope” scenario in which the UfMS would essentially maintain its present position in the urban sector.

A) MAXIMUM SCOPE: An Urban Agency for the Mediterranean

Functions	Governance	Major difficulties and issues	
<p>A new Urban Agency for the Mediterranean (UAfM) will be created, depending on the UfM Secretariat. The UAfM will absorb the maximum amount of functions.</p>	<p>UAfM under the aegis of the UfM Secretariat, with an Executive Committee nominated by the UfM and the donors</p>	<p>Requires substantial resources and a strong team of professionals. Decision on the creation and location of a new institution</p>	
<p><i>1.3.1. Project funding</i></p>	<p>The MUI is the responsible for assigning funds (grants, loan guarantees, equity, etc.) from a Trust Fund managed by an international financial institution. MUI will have to appraise projects and propose the financing to the trustees, including the IFI managing the fund. A particularly interesting possibility would be the creation of a "Medinas 2030" Trust Fund, which could be a first trial for a wider Mediterranean Urban Fund.</p>	<p>The UAfM would be supervised by the UfM Secretariat and follow the indications of the UfM ministers. Involves the creation of a Trust Fund with donors from the EU but also from elsewhere, which should be flexible enough to allow adaptation to complex projects. Example: Jessica's Urban Development Funds. The Trust Fund will be financially managed by an IFI, such as the EIB, which will participate in the executive committee of the UAfM.</p>	<p>The creation of a Trust Fund and its management, with separate responsibilities for the project approval and financing aspects (remaining in a financial institution) might be quite complex.</p>
<p><i>1.3.2. Assist in project preparation</i></p>	<p>Technical structure supporting project promoters to prepare projects to obtain funding, similar to the Jaspers team in the EIB.</p>	<p>The UAfM would eventually have a specialised technical unit to provide support to project promoters, with engineers, urban planners, economists, environment specialist, sociologists, etc. The unit will be established progressively, responding to needs.</p>	<p>Funding for this unit should come from donors (possibly the Trust Fund). Requires good specialists in urban project development, who are scarce.</p>
<p><i>1.3.3. Facilitate technical assistance</i></p>	<p>The UAfM would attract grant money available for TA from donors to channel it to good projects, assist promoters to obtain TA money and monitor the progress of the TA.</p>	<p>Donors should accept channelling their TA funds through the proposed coordination mechanism. The Urban Projects Finance Initiative (UPFI) indicates that such a mechanism could be set up. It should be given continuity incorporating additional donors. The follow-up presently done by the IFIs could be transferred to the UAfM. This requires a solid position to respond quickly and efficiently to the request from both promoters and donors. A relatively modest team of experts would be needed.</p>	<p>The coordination of decentralised cooperation requires recognition of the capacity of the UAfM to deliver much better results than the present "chaotic" situation, which is however more politically appealing as it responds to sudden opportunities being open to decision-makers. The TA function must thus be seen just as a channel that would not hinder the visibility of donors and recipients.</p>

<p>1.3.4. Knowledge sharing (including conferences, seminars)</p>	<p>Manage a platform to share knowledge and experience of the urban sector in the Mediterranean region, similar to EUKN and taking advantage of this existing platform and organise technical events specifically focused on Mediterranean issues.</p>	<p>Small team within the UAfM devoted to maintaining the information flows, organising and disseminating knowledge sharing activities. Should maintain a close relation with EUKN and be assisted by a specialised urban institute through a defined period (e.g. 5 years) service contract.</p>	<p>This unit should be working in English, French and Arabic and maybe in Turkish. Collecting information in the region is particularly cumbersome and would require solid collaboration with national institutions. The resources for these activities should come, in part at least, from the activities of the unit and/or from the beneficiary countries to get them really involved.</p>
<p>1.3.5. Education/training</p>	<p>Organise courses for continuous education in urban issues aimed at politicians, managers and professionals.</p>	<p>This function is an extension of 1.3.4. but would require a stronger team within the UAfM and the establishment of a pool of trainers from the various countries in the EU and the MPCs.</p>	<p>Most courses should be given in the MPCs but, even in this case, they would involve considerable costs. The financing of the educational activities should be ensured before this regional activity is implemented.</p>
<p>1.3.6. Networking enhancement</p>	<p>Become the focal point of all networks with specific interests in the urban areas of the Mediterranean. Creation of a nodal website and organisation of gatherings to facilitate communication amongst networks.</p>	<p>This activity should be coordinated with the 1.3.4. function. To be attractive to the networks, the UAfM should support a yearly "coordination" meeting and keep close contact with network managers. This requires a small dedicated team to participate in the meetings of the networks, maintain a website, organise the yearly meetings, etc.</p>	<p>It might be difficult to obtain the agreement of the networks, as they may feel that their autonomy is endangered. They should thus be convinced of the added value of the UAfM through a strong marketing action, which should have additional funds available for the activities of the networks.</p>
<p>1.3.7. Participation in all relevant programmes to ensure compatibility</p>	<p>Participate in the definition stage of programmes affecting urban projects in the Mediterranean in order to avoid overlaps and to make them more efficient.</p>	<p>This function could be taken together with 1.3.6.</p>	<p>The main difficulty is the acceptance by the donors, in particular the European Commission, of this UAfM role, which might be considered an interference in their decision-making capacity.</p>
<p>1.3.8. Dissemination of information, marketing of activities</p>	<p>Disseminate and promote the role and the activities of the UAfM. Become the Mediterranean partner of UN-Habitat.</p>	<p>The UAfM will have to be present across the region to generate awareness of its activities and to fulfil its role to enhance sustainable urban development. If the UAfM is required to gather statistical information, this would require a dedicated team to coordinate national institutions carrying out the surveys. The association with UN-Habitat would possibly involve a consideration of the UAfM as a delegated agency of the UN.</p>	<p>The relations with UN-Habitat would be particularly delicate, as it is an institution with a long tradition and is already involved in some of the envisaged activities, although over a wider region. Should data collection activities be involved, they could be extremely cumbersome, even if supported by local institutions.</p>
<p>1.3.9. Organisation of awards</p>	<p>Organise the awards programme envisaged within the UAfM urban strategy.</p>	<p>The model adopted for the awards will determine the permanent staff needs and the mobilisation and organisational costs. The UAfM must be seen simply as the organiser of the awards but having no influence in the results.</p>	<p>The awards may have political connotations that must be avoided through careful preparation and a clear delimitation of the UAfM role in them. A step-by-step approach, starting with simple awards closely related to the UAfM activities, is recommended.</p>

B) MOST FUNCTIONS WITHIN THE UfM SECRETARIAT

Functions	Governance	Major difficulties and issues
<p>The UfM Secretariat will directly absorb a considerable number of functions</p> <p>The Ministers and the SOM should delegate some responsibilities to the Urban and Transport Division (UTD) of the UfM Secretariat</p> <p>The UTD must be seen as a technical component of a political body (the UfM). Requires substantial resources and a strong team of professionals.</p>		
<p>1.3.1. <i>Project funding</i></p>	<p>The UTD will pursue its role as supporting projects through labelling and assistance in obtaining funds from donors, but will not have any funding responsibility. It could, however, become a main supplier of applications of quality to the dedicated funds for urban projects in the region, such as "Medinas 2030" being established in a financial institution.</p>	<p>Maintains the present role, with more technical clout.</p> <p>It will be less operational than having a direct responsibility in the allocation of funds and will slow down progress with regards to option A).</p>
<p>1.3.2. <i>Assist in project preparation</i></p>	<p>Technical structure supporting project promoters to prepare projects to obtain funding, similar to the Jaspers team in the EIB.</p>	<p>A specialised technical unit within the UTD could provide support to project promoters, with engineers, urban planners, economists, environment specialist, sociologist, etc. The unit will be established progressively responding to the needs.</p> <p>Funding for this unit should come from donors (possibly the Trust Fund) and preferably earmarked within the UfM Secretariat budget. Requires good specialists in urban project development, who are scarce.</p>
<p>1.3.3. <i>Facilitate technical assistance</i></p>	<p>The UTD would attract grant money available for TA from donors to channel it to good projects, assist promoters to obtain TA money and monitor the progress of the TA.</p>	<p>Donors should accept channelling their TA funds through the proposed coordination mechanism. The Urban Projects Finance Initiative (UPFI) could be taken over by the UTD. This requires a solid position to respond quickly and efficiently to the request from both promoters and donors. A relatively modest team of experts would be needed.</p> <p>The coordination of decentralised cooperation requires recognition of the capacity of the UTD to deliver results. Whilst the direct involvement of the UfM in this TA function may be more acceptable than other options, to become a channel between donors and recipients requires a flexibility that the present administrative set-up of the UfM Secretariat would have difficulties in ensuring.</p>
<p>1.3.4. <i>Knowledge sharing (including through conferences, seminars)</i></p>	<p>Manage a platform to share knowledge and experience of the urban sector in the Mediterranean region, similar to EUKN and taking advantage of this existing platform and organise technical events specifically focused on Mediterranean issues.</p>	<p>Small team within the UTD devoted to maintaining the information flows, organising and disseminating knowledge sharing activities. Should keep a close relation with EUKN and be assisted by a specialised urban institute through a defined period (e.g. 5 years) service contract.</p> <p>This unit should be working in English, French and Arabic and maybe in Turkish. Collecting information in the region is particularly cumbersome and would require solid collaboration with national institutions. The resources for these activities should come, in part at least, from the activities of the unit and/or from the beneficiary countries to get them really involved.</p>

<p>1.3.5. <i>Education/training</i></p>	<p>Organise courses for continuous education in urban issues aimed at politicians, managers and professionals.</p>	<p>This function is an extension of 1.3.4.but would require a stronger team within the UTD and the establishment of a pool of trainers from the various countries in the EU and the MPCs.</p>	<p>Most courses should be given in the MPCs but, even in this case, they would involve considerable costs. The financing of the educational activities should be ensured before this regional activity is implemented.</p>
<p>1.3.6. <i>Networking enhancement</i></p>	<p>Become the focal point of all networks with specific interests in the urban areas of the Mediterranean. Creation of a nodal website and organisation of gatherings to facilitate communication amongst networks.</p>	<p>This activity should be coordinated with the 1.3.4. function. To be attractive to the networks, the UTD should support a yearly "coordination" meeting and keep close contact with network managers. This requires a dedicated small team to participate in the meetings of the networks, maintain a website, organise the yearly meetings, etc.</p>	<p>It might be difficult to obtain the agreement of the networks, as they may feel that their autonomy is endangered. They should thus be convinced of the added value of the role of the UfM Secretariat through a strong marketing action, which should have additional funds available for the activities of the networks.</p>
<p>1.3.7. <i>Participation in all relevant programmes to ensure compatibility</i></p>	<p>Participate in the definition stage of programmes affecting urban projects in the Mediterranean in order to avoid overlaps and to make them more efficient.</p>	<p>This function could be taken together with 1.3.6.</p>	<p>The main difficulty is the acceptance of the donors, in particular the European Commission, of such a role for the UfM Secretariat. They may consider it a supervisory activity and an interference in the EC decision-making capacity.</p>
<p>1.3.8. <i>Dissemination of information, marketing of activities</i></p>	<p>Disseminate and promote the role and the activities of the UfM Secretariat in the urban field. Become the Mediterranean partner of UN-Habitat.</p>	<p>The UTD will have to be present across the region to generate awareness of its activities and to fulfil its role to enhance sustainable urban development. If the Division is required to gather statistical information, this would require a dedicated team to coordinate national institutions carrying out the surveys.</p>	<p>The relations with UN-Habitat would be particularly delicate, as it is an institution with a long tradition and is already involved in some of the envisaged activities, although over a wider region. Should data collection activities be involved, they could be extremely cumbersome, even if supported by local institutions.</p>
<p>1.3.9. <i>Organisation of awards</i></p>	<p>Organise the awards programme envisaged within the UfM urban strategy.</p>	<p>The model adopted for the awards will determine the permanent staff needs and the mobilisation and organisational costs. The UfM Secretariat must be seen simply as the organiser of the awards but having no influence in the results.</p>	<p>The awards may have political connotations that must be avoided through a careful preparation and a clear delimitation of the UfM role in them.</p>

C) SEVERAL FUNCTIONS WITHIN THE UfM SECRETARIAT

Functions		Governance	Major difficulties and issues
The UfM Secretariat will assume those functions that are less controversial or difficult		The Ministers and the SOM should delegate the corresponding responsibilities to the Urban and Transport Division (UTD) of the UfM Secretariat	The UTD would require a substantial increase in staff and resources.
<i>1.3.1. Project funding</i>	The UTD will pursue its role of supporting projects through labelling and assistance in obtaining funds from donors, but will not have any funding responsibility.	Maintains the present role, with more technical cloud.	No major issues at stake
<i>1.3.2. Assist in project preparation</i>	The UTD will simply provide return to the project promoters on the identified problems in the application dossiers.	The UTD may use external specialists to obtain expert opinions on projects applying for labelling. The Urban Experts Working Group would use these opinions to make a recommendation that could be useful for the promoter.	The contribution of the UTD to project preparation would be minimal and this could severely reduce the number of acceptable applications for labelling and delay project implementation.
<i>1.3.3. Facilitate technical assistance</i>	The UTD would attract grant money available for TA from donors to channel it to good projects, assist promoters to obtain TA money and monitor the progress of the TA.	The UPFI would continue to be under the responsibility of the IFIs, which would coordinate the TA with the UTD, who would act as a channel for the project promoters to be considered for TA financing by UPFI. A relatively modest team of experts would be needed for such a role.	To channel TA taking place under decentralised cooperation requires recognition of the capacity of the UTD to deliver results. This would depend on the willingness of the European Commission and the IFIs to continue supporting UPFI.
<i>1.3.4. Knowledge sharing (including through conferences, seminars)</i>	Promote a platform to share knowledge and experience of the urban sector in the Mediterranean region through EUKN.	The UTD will devise with EUKN a Mediterranean Urban Knowledge Network (MedUKN), assisted by a specialised urban institute, as a sub-network of EUKN. This platform will collect and maintain the information flows, organise and disseminate knowledge sharing activities.	The resources for MedUKN should come, in part at least, from the activities of the unit and/or from the beneficiary countries to get them really involved.
<i>1.3.5. Education/training</i>	No educational or training activities envisaged		

<p>1.3.6. <i>Networking enhancement</i></p>	<p>Become the focal point of all networks with specific interests in the urban areas of the Mediterranean. Creation of a nodal website and organisation of gatherings to facilitate communication amongst networks.</p>	<p>This activity should be coordinated with the MedUKN. To be attractive to the networks, the UTD should support a yearly "coordination" meeting and keep close contact with network managers. This requires a dedicated small team to participate in the meetings of the networks, maintain a website, organise the yearly meetings, etc.</p>	<p>It might be difficult to obtain the agreement of the networks, as they may feel that their autonomy is endangered. They should thus be convinced of the added value of the role of the UfM Secretariat through a strong marketing action, which should have additional funds available for the activities of the networks.</p>
<p>1.3.7. <i>Participation in all relevant programmes to ensure compatibility</i></p>	<p>Participate in the definition stage of programmes affecting urban projects in the Mediterranean in order to avoid overlaps and to make them more efficient.</p>	<p>This function could be taken together with 1.3.6.</p>	<p>The main difficulty is the acceptance of the donors, in particular the European Commission, of such a role for the UfM Secretariat. They may consider it a supervisory activity and an interference in the EC decision-making capacity.</p>
<p>1.3.8. <i>Dissemination of information, marketing of activities</i></p>	<p>Disseminate and promote the role and the activities of the UfM Secretariat in the urban field.</p>	<p>The UTD will have to be present across the region to generate awareness of its activities and to fulfil its role to enhance sustainable urban development.</p>	
<p>1.3.9. <i>Organisation of awards</i></p>	<p>Organise the awards programme envisaged within the UfM urban strategy.</p>	<p>The model adopted for the awards will determine the permanent staff needs and the mobilisation and organisational costs. The UfM Secretariat must be seen simply as the organiser of the awards but having no influence in the results.</p>	<p>The awards may have political connotations that must be avoided through a careful preparation and a clear delimitation of the UfM role in them.</p>

D) MINIMUM ADDITIONAL FUNCTIONS WITHIN THE UfM SECRETARIAT

Functions		Governance	Major difficulties and issues
The UfM Secretariat will support its present role strengthening some functions		No changes	The UTD would require a modest increase in staff and resources.
<i>1.3.1. Project funding</i>	The UTD will pursue its role as supporting projects through labelling and assistance in obtaining funds from donors, but will not have any funding responsibility.	Maintains the present role, with more technical cloud.	No major issues at stake
<i>1.3.2. Assist in project preparation</i>	The UTD will simply provide feedback to the project promoters on the identified problems in the application dossiers.	The UTD may use external specialists to obtain expert opinions on projects applying for labelling. The Urban Experts Working Group would use these opinions to make a recommendation that could be useful for the promoter.	The contribution of the UTD to project preparation would be minimal and this could severely reduce the number of acceptable applications for labelling and delay project implementation.
<i>1.3.3. Facilitate technical assistance</i>	The UTD would assist donors, in particular IFIs, to identify projects deserving TA from them.	The UPFI would continue to be under the responsibility of the IFIs, which would coordinate the TA with the UTD, who would advise them on projects being presented to the UTD for consideration.	The participation of the UTD in the TA function would depend on the willingness of the European Commission and the IFIs to continue supporting UPFI.
<i>1.3.4. Knowledge sharing (including through conferences, seminars)</i>	Participate in events to explain the activities of the UTD.		
<i>1.3.5. Education/training</i>	No educational or training activities envisaged		
<i>1.3.6. Networking enhancement</i>	Participate in networks with specific interests in the urban areas of the Mediterranean.	The UfM as such may not be a partner in programmes going through a bidding process.	

<p><i>1.3.7. Participation in all relevant programmes to ensure compatibility</i></p>	<p>Maintain awareness of programmes affecting urban projects in the Mediterranean and advise them on the UTD activities.</p>		
<p><i>1.3.8. Dissemination of information, marketing of activities</i></p>	<p>Disseminate and promote the role and the activities of the UfM Secretariat in the urban field.</p>	<p>The UTD will have to be present across the region to generate awareness of its activities and to fulfil its role to enhance sustainable urban development.</p>	
<p><i>1.3.9. Organisation of awards</i></p>	<p>Organise the awards programme envisaged within the UfM urban strategy.</p>	<p>The model adopted for the awards will determine the permanent staff needs and the mobilisation and organisational costs. The UfM Secretariat must be seen simply as the organiser of the awards but having no influence in the results.</p>	<p>The awards may have political connotations that must be avoided through a careful preparation and a clear delimitation of the UfM role in them.</p>

4. THE AWARD PROPOSALS

4.1. The Scenarios

The scenarios selected for the award represent a reduced number of the possible combinations of the various alternatives regarding eligibility, categories, number of awards, benefits and periodicity considered. The possibilities have been limited to a reasonable number, taking into account the experience of other awards, gathered through the inventory, interviews, and the reactions of the stakeholders having provided opinions on the issue.

Three main categories have been considered: completed projects, project at an early stage of development and for municipalities having shown the greatest involvement in the promotion of sustainable and innovative urban actions. Based on this, four major scenarios have been proposed, ranging from a complete award system that would distribute awards in all categories, in a minimum scenario that is essentially a knowledge sharing mechanism. The scenarios are detailed in the following tables:

SCENARIO A (MAXIMUM DEVELOPMENT)

The awards recognise integrated and sustainable urban projects affecting either an area (not just a building) to be renewed or developed, or actions involving a major part or the whole city

Project eligibility (typology)		Maturity	Prizes awarded	Benefits for winners
Renewal/development urban projects	All urban areas	Completed before application	One per country (*)	Public recognition
		Pre-feasibility study finalised	One per country (*) & One for the whole region	Participation in a specific seminar (**) and TA support for winner
	Small and medium-sized cities (between 20,000 and 200,000 inhab.)	Completed before application	One per country (*)	Public recognition
		Pre-feasibility study finalised	One per country (*) & One for the whole region	Participation in a specific seminar (**) and TA support for winner
Innovative urban initiatives	All urban areas	Completed before application	One for the whole region	Public recognition
Municipalities having promoted integrated urban projects		Actions completed and underway	One for the whole region	Public recognition and organisation of conference and ceremony in the city
(*) Provided that there is one project with acceptable quality				
(**) A seminar will be held with the participation of the developer of the project and a decision-maker for each selected city and some international experts. Projects will be discussed and participants will decide on the overall winner.				

SCENARIO B (MEDIUM DEVELOPMENT)

The awards recognise integrated and sustainable urban projects affecting either an area (not just a building) to be renewed or developed, or actions involving a major part of or the whole city				
Periodicity: every two years				
Geographical eligibility: UfM non-EU countries				
Project eligibility (typology)		Maturity	Prizes awarded	Benefits for winners
Renewal/development urban projects	All urban areas	Completed before application	One per country (*)	Public recognition
		Pre-feasibility study finalised	One per country (*) & One for the whole region	Participation in a specific seminar (**) and TA support for winner
Municipalities having promoted integrated urban projects		Actions completed and underway	One for the whole region	Public recognition and organisation of conference and ceremony in the city
(*) Provided that there is one project with acceptable quality				
(**) A seminar will be held with the participation of the developer of the project and a decision-maker for each selected city and some international experts. Projects will be discussed and participants will decide on the overall winner.				

SCENARIO C (MEDIUM DEVELOPMENT WITH FOCUS ON PROPOSALS) (*)

The awards recognise integrated and sustainable urban projects affecting either an area (not just a building) to be renewed or developed, or actions involving a major part of or the whole city				
Periodicity: every two years				
Geographical eligibility: UfM non-EU countries				
Project eligibility (typology)		Maturity	Prizes awarded	Benefits for winners
Renewal/development urban projects	All urban areas	Pre-feasibility study finalised	One per country (*) & One for the whole region	Participation in a specific seminar (**) and TA support for winner
Municipalities having promoted integrated urban projects		Actions completed and underway	One for the whole region	Public recognition and organisation of conference and ceremony in the city
(*) Provided that there is one project with acceptable quality				
(**) A seminar will be held with the participation of the developer of the project and a decision-maker for each selected city and some international experts. Projects will be discussed and participants will decide on the overall winner.				

SCENARIO D (MINIMUM DEVELOPMENT) (*)

The awards recognise integrated and sustainable urban projects affecting either an area (not just a building) to be renewed or developed, or actions involving a major part of or the whole city				
Periodicity: every year or every two years				
Geographical eligibility: UfM non-EU countries				
Project eligibility (typology)		Maturity	Prizes awarded	Benefits for winners
Renewal/development urban projects	All urban areas	Completed before application	One for the whole region	Public recognition
and/or:				
Municipalities having promoted integrated urban projects		Completed and underway actions	One for the whole region	Public recognition and organisation of conference and ceremony in the city
(*) Involves 6 possible combinations; yearly or bi-annual x either one of the two or both prizes.				

4.2. The progressive approach

Following the interviews and discussions with UfMS officials, a fifth possibility has been developed: the “evolving scenario”. The proposal here is to start with the award for project proposals and, should the experience prove successful, progressively expand the awards to the other lines included in the maximum scenario. The benefit of this proposal is that the first step does not mean any additional function for the MUI, as it is essentially a mechanism for knowledge sharing, the identification of projects, the provision of Technical Assistance (TA), etc., and does not require a paid jury. As will be seen in the next sections, this is a recommended solution as it appears as the most feasible and can be easily integrated with any proposal for the MUI.

5. THE ANALYSIS

5.1. A multi-criteria analysis of the proposals

The scenarios presented in section 3 had to be analysed and evaluated to establish their added value to determine which ones appear interesting and viable enough to be presented to the ministers for decision. An ad hoc multi-criteria procedure has been used to reflect the opinion of experts in the urban sector in the Mediterranean region. To avoid political interference the participants in the evaluation procedure have been selected among independent professionals. None of them holds public office or a position within any of the national administrations.

The procedure has consisted of:

- a) A comprehensive determination of the criteria to be used. Both benefits and disadvantages have been established in a way that they cover all major aspects to be taken into account and, at the same time, with a minimum of overlap. This has been a major challenge as the scenarios cover a wide range of functions and some of them are relatively unclear, given the complexity and vastness of the Mediterranean context.
- b) A Delphi process through which 20 international experts have been approached to provide their quantitative assessment of the relative importance of the criteria and score the various scenarios in relation to each of the criteria. In total a substantial sample of 18 complete answers have been collected and used for the first analysis, which has been handed back to the participants to check if they would be inclined to change some of their weights and scores once confronted with the global results of the first round.
- c) A detailed analysis of the data obtained from the Delphi survey to arrive at a final weighting system and the use of the “final” scores for each scenario to carry out an analysis of the relative acceptance of the scenarios under different global considerations of benefits and disadvantages.

d)The result has been a ranking of the scenarios that has been the background for the proposals analysed in more detail in order to be presented to the ministers for final decision.

5.1.1. *The criteria*

These are the criteria taken into consideration to assess the added value of the various scenarios for the MUI in relation to:

- Improvements regarding the execution of sustainable urban projects in the region, in terms of number, quality, cost and timing;
- Improvement of urban know-how across the region;
- Improvement of communication amongst urban stakeholders (North-South and South-South);
- Recognition of the role of the UfM in the sector.

These inclusive benefits have been divided to facilitate understanding of the issues and the scoring for the various scenarios.

On the other hand, the possible negative consequences, or disadvantages, of the MUI have been identified as:

- Additional cost
- Availability of professional staff
- Additional institutional layer (could increase bureaucracy)
- Political difficulties
- Resistance of existing agencies, networks, programmes to participate
- Resistance of donors (EU, IFIs, bilateral, etc.)
- Resistance of countries and institutions to a homogeneous approach to urban development policy
- Internal relations within the UfM Secretariat

Annex 3 provides a detailed description of the method used and the sub-criteria that have been analysed by the experts.

5.2. The Delphi survey

The Delphi survey has been carried out in a short period of time. The cooperation of a high percentage of the experts contacted has been remarkable, showing also the interest raised by the urban action of the UfM. The 20 experts who have answered the survey (see list in annex) cannot be a representative sample of all the professionals dealing with urban issues in the region. Their opinion is, however, a good indication of the reactions that could be expected from individuals involved in the sector.

The results of the first round have indicated that a few of the experts did not understand some of the aspects of the survey very well. As a consequence, a second round has been launched trying to obtain a more complete and consensual sample. The final result of the exercise has been, as a consequence, of better quality and more representative, as expected from a Delphi procedure.

5.3. The results of the analysis

The information collected, notably through the inventories, the interviews and the Delphi survey, besides the discussions with the TUDD experts, has made it possible to carry out a proper analysis of the various options with regards to the MUI, the awards and, obviously, the possibility of integrating both initiatives. This section gives a synthetic overview of the analyses performed, divided between the two initiatives to facilitate understanding.

Before analysing the different scenarios, it is worthwhile making some comments about the outcome of the first component of the Delphi survey, which indicates the position of the experts with regards to the criteria that should be taken into account. The first observation is that the scores show quite a degree of dispersion but are relatively consistent. The second, with regards to the benefits, is that the contribution of the MUI to the efficient and quick implementation of sustainable urban projects is seen as the most important factor to be taken into account. However, the

improvement of knowledge sharing, in particular through North-South and South-South cooperation, is also considered of high value. On the other hand, somewhat surprisingly, the experts consider that the potential role of the MUI to enhance the presence of the UfM could be of high interest. The urban sector seems to have the capacity to entice the MPCs to participate in the UfM's activities and strongly enhance its visibility across the region.

Regarding the disadvantages, it is interesting to observe that practical difficulties such as the need for additional funding or to find professional staff of quality do not appear as major concerns, whilst the difficulties related to political difficulties, including the resistance of existing actors (agencies, networks, donors and even MPCs) are indicated as the main worries.

The weights given to the criteria have been used to qualify the scores given to these criteria in the analysis of the four scenarios evaluated.

5.3.1. The Mediterranean Urban Instrument (MUI) scenarios

The options envisaged for the MUI cover the widest range of possibilities that could realistically be taken by a regional instrument on urban development, even if supported by an institution such as the UfM having a commitment to cooperate in the domain, as shown by the Strasbourg Declaration.

In this respect, it is important to understand that no executive functions can be taken, so the functions of the MUI should essentially be related to coordination and support, in particular in relation to the implementation of projects of regional interest.

From the institutional point of view, this concept of "regional interest", which is the motto of the UfM, is the one deserving the highest attention as it is the concept that must justify the proposals being presented to the ministers. The premise adopted in this work, based on their own Declaration, is that sustainable urban development is of such importance to reverse the observed trend in the whole region towards unsustainable urban growth that any urban project that could be deemed as

exemplary and replicable across the Mediterranean in terms of sustainability would be considered of regional interest and therefore “eligible” for UfM support. Sustainability is, however, a complex concept, so the UfMS is bound to provide the criteria that would justify the “label” to the project in addition to the project guideline of the UfMS. Contrary to other sectors where direct cooperation among stakeholders from different UfM countries is seen as a pre-requisite for labelling, urban projects, which logically have a local focus, do not require being driven by decentralised cooperation or have an international projection to be considered of joint interest.

The objectives of all MUI scenarios, which are described in detail in the tables, therefore share the vocation to facilitate the appearance of good urban projects that could be supported by the UfM. The differences among them are essentially how far the instrument should go in performing the different functions that have been detected to meet the needs observed. In a different financial and economic environment it would be logical to go for the maximum scenario. However, the financial and political difficulties drive the search for the most adapted solutions. The benefits and disadvantages included in the multi-criteria analysis (see Annex 3 for details) are the key aspects that have been taken into account to arrive at the following conclusions on the scenarios proposed:

Scenario 1: Maximum scope.

The creation of an Urban Agency for the Mediterranean

This scenario assumes that the detected needs presented in this study require an instrument to carry out all the identified functions and that the present mandate of the UfM does not entitle the UfM Secretariat to absorb them, thus a new, independent agency should be created.

The general consensus of the officials and experts interviewed and the results of the Delphi survey is that the present circumstances do not encourage the creation of a new institution. Should the multiplicity of envisaged functions for the MUI be taken by a “regional” body, the general agreement is that they should be taken by the UfMS,

but even in this case some political resistance could be expected, as well as from existing structures that might be reluctant to delegate certain responsibilities to any other structure. The main argument in favour of the creation of a new Agency is the flexibility that it could have compared to having the functions taken over by the UfMS. The high administrative burden of an international organisation such as the UfM would probably constrain the actions to be undertaken quickly.

The possible lack of capacity of the UfMS to deal quickly and efficiently with an extended mandate in urban issues is one of the key points made by those defending a small role of the UfM in this field. Flexibility is therefore a critical aspect for the success of any scenario. It is in this sense that the creation of an Urban Agency for the Mediterranean, which would in any case fall under the UfM umbrella, could be envisaged as a possibility in the medium and long term provided that the functions undertaken by the UfMS prove successful and require an adapted independent structure to facilitate its work.

Scenario 2: The UfMS assumes most of the functions internally.

Focus on project support

This scenario assumes that all the envisaged functions are directly taken by the UfM Secretariat. It is thus practically the same as Scenario 1 but with the advantages and the constraints of being part of a relatively new international institution. The UfMS would take project-related functions, including project preparation and financing, besides some “general” activities to improve the urban sector through knowledge sharing activities and coordination of on-going initiatives.

This is an ambitious scenario under the present level of resource availability of the UfMS. To take responsibilities in the assistance of promoters to prepare projects, to structure their finance and even to become the technical arm of a specialised Mediterranean Urban Fund assumes that the UfM can take a stronger role than the more reactive one that was probably envisaged when it was created. The urban sector might thus become the pioneer paradigm for the overall development of the

UfMS activities. This relevant position in the sector appears desirable by most urban actors, in particular from the Mediterranean countries.

The main concerns for urban development improvement of most public officials and policymakers are the lack of funding and the lack of technical capacity to access international financing. The creation of a technical unit that could help promoters prepare project documents is seen as the most profitable way of getting assistance from donors. They do not require so much traditional Technical Assistance (with international consultants simply producing documents that often lay dormant for lack of implementation capacity) but being technically accompanied throughout the whole process, from planning to monitoring. This would include assisting in the preparation of tender documents, the analysis of the bids, in quality control, etc., and could even include help in obtaining money for technical assistance. The JASPERS model used to assist EU accession countries is seen as particularly suitable inspiration.

The possibility of a strong participation in project financing is also seen by the Mediterranean countries as interesting, particularly if this could mean the availability of additional funds. In this respect, it seems reasonable to expect that an Urban Fund under the umbrella of the UfM could attract money from funders (from the Gulf countries, but also from the US, Japan, China, etc.) that would not participate in EU-led initiatives. Having a technical body attached to the Fund would certainly give it substantial attractiveness. A good example of what could be achieved would be the creation of the Medinas Trust Fund that would probably be able to attract donations from countries and other actors interested in cultural heritage and social issues and lending commitments from IFIs and bilaterals. Such a fund would require a technical arm to prepare projects that are very particular, quite complex and too small for typical financial operations. The presence of experts would be needed to reassure donors that their contributions would be well managed.

The other functions are similar to those in Scenario 3, so the elements that characterise this proposal are essentially linked to direct assistance to funding and project preparation.

Scenario 3: The UfMS assumes a key role in improving the quality of projects through knowledge sharing and network and programme coordination.

This scenario is similar to scenario 2, but without including the project-related activities. In this case, the UfM keeps its reactive role regarding urban projects, supporting those that are labelled with its political influence and a certain capacity to mobilise financial resources. The additional activities are related to needs that have been identified by most urban professionals and by representatives of public administrations.

The amount of technical assistance, decentralised cooperation and indirect support for knowledge sharing on the urban field is substantial. However, the effectiveness of these actions is doubtful from an efficiency point of view and very often they represent an overlap of public resources. This is particularly dramatic in a region and a sector where these resources are in great need.

Most support for urban projects in the Mediterranean region is channelled through mechanisms such as twinning or city networks and a variety of programmes that originate from donors. Whilst some of them are very specific and closely guided by the programme instigators, many of them, in particular arising from decentralised cooperation, might obey ad hoc circumstances and/or be politically driven. This leads to overlaps and inefficiencies. MPCs complain of the overall lack of usefulness of many “knowledge sharing” and technical assistance actions, which they consider mostly serve well-paid international consultants producing reports and studies of little practical use in getting projects implemented.

Urban experts consider that an “accompanying” role to these activities could have a high added value, but it could only be taken by an institution that is perceived as having the legitimacy to take it. At this point, it appears that the UfM is the only regional structure that would comply with the political support and the technical focus required. It is reckoned, however, that coordination activities will only be accepted by the numerous administrations, institutions and networks involved if the

process is done consensually, which requires a step-by-step approach. In this respect, it would seem prudent to start developing these activities in those aspects that are less conflictive in order to demonstrate the capacity of the MUI to convince stakeholders of the common interest in participating in the endeavour.

Scenario 4: The UfMS continues activity as presently

This is the most conservative scenario, as it means not undertaking any new activities in the urban sector. It would obviously be the easier to “implement”, as it would not require additional resources or political will to push new initiatives in the region. It would not respond, however, to the expectations of many stakeholders who believe that the urban sector in the Mediterranean requires strong action at the regional level to remediate the considerable deficiencies that they perceive.

There are nevertheless certain experts who are deeply sceptical about the possibilities of the success of any top-down initiative in the urban sector. It seems, however, that they are assuming a kind of normative role for the UfM that is not under consideration in the presented scenarios. The concern about acceptability is actually being incorporated into all the scenarios proposed.

The main element in favour of this minimal scenario is the possibility of facing strong political opposition to extend the role of the UfM from the support of labelled projects to involvement in knowledge sharing and direct assistance to project promoters. However, the position of the urban ministers in the Strasbourg Declaration seem to support the creation of an urban strategy for the Mediterranean, including the possibility of creating the type of instrument that has been proposed in the scenarios A, B and C.

5.3.2. The award system

The proposal for the award system must be related to the above options for the MUI, as the eventual organisation of any award scheme would require the MUI to get involved in it. All the proposals for the MUI, including the “minimum scope” scenario

include some activities regarding knowledge sharing. All of them could therefore incorporate the organisation of the award proposed. The issue becomes, as a consequence, deciding whether to launch the activity or not, independently of the decision on the MUI proposal.

As already explained, the high level of consensus among the different stakeholders regarding the creation of the award has not justified the sophisticated multi-criteria analysis carried out for the MUI. Essentially the question has become one of resource availability. Should the MUI have an adequate budget for knowledge sharing, it could be structured in such a way that at least part of it could be devoted to the award system within the “evolving scenario” described in 4.2. Its first step being essentially a knowledge sharing mechanism, it could be easily accommodated within the functions of any of the MUI proposals.

The analysis of the possible options is thus limited to the creation or not of the award, to its initial extension and the possible interest of extending it in the future and at what pace.

Regarding the creation of the award system, there are several aspects to be considered:

- 1) The indication of the ministers to study the creation of an award for urban innovations to identify and promote best practices suggests a certain positive bias in favour of the award.
- 2) The great majority of the stakeholders interviewed consider that a well-designed award system could foster better practice in the region, even if it does not involve cash prizes. However, some in-kind compensation is needed to encourage promoters to present applications. Prestige may eventually be sufficient, but other benefits, notably in relation to technical assistance, are necessary in the short term.

- 3) There is a general agreement that UfM actions should be directed to project implementation, so the knowledge sharing activities of greatest interest would be those directly related to concrete proposals for urban renewal and development coming from the MPCs.
- 4) The political environment of the region pleads for a wide distribution of awards so no MPC feels left aside. On the other hand, it is necessary to ensure a minimum level of quality for the proposals. This will probably require important dissemination activities at the national level to entice the relevant administrations to become active in the award promotion.
- 5) Continuity is a critical factor in having the sought after visibility. To foster sustainable and innovative projects, which have a rather long gestation period, it is necessary to generate success expectations with a long perspective. It is also important to have a “continuous” presence in the media, so the periodicity of the awards should be a compromise between awareness and the possibility of attracting a sufficient number of projects for each call. This is why it should be between one or a maximum of two years. In the case of pre-feasibility studies, which can be developed in a shorter time span, a yearly award may be adequate.
- 6) The implication of local professionals alongside international experts would serve the purpose of dissemination, knowledge sharing, networking and support Euro-Mediterranean integration, a main political objective of the UfM.
- 7) The budget for the award may obtain funding from donors who might not be ready to finance pure knowledge sharing activities. The media exposure of the awards and the possibility of its political use may attract funds from certain countries, NGOs, individuals, etc., who would not be sponsoring conventional activities such as seminars, workshops, etc. This may justify having a separate budget and accounting system for the award.

The former considerations would probably be sufficient to justify the creation of the award. It also seems that channelling part of the knowledge sharing activities of the MUI through the first phase of the “evolving” award system would be advisable both from the practical and financial point of views. The issue that must be put on the table is the extension of the project selection and discussion activities. Two main alternatives are open: having the technical seminars to discuss the projects in every country (or small group of countries) and then a final international seminar with the winner per country in which the overall winner would be selected. Alternatively, simply selecting the national projects from the applications and holding only the international seminar.

The added value obtained from the technical seminars (described in detail in point 6.4) is supposed to be much higher than the costs involved. Most knowledge sharing activities being financed by donors, in particular the EU, are meetings, often organised by networks or through programmes, with the main objective of establishing personal relations among the experts and policymakers of the various countries. As stated by many stakeholders interviewed, their technical content is often repetitive or excessively generic and the practical use that can be made of the information gathered is modest. If it can be argued that they are globally worthwhile in terms of personal technical improvement of the participants and on political grounds, it is quite clear that the technical seminars proposed have a higher added value for a similar or probably lower cost. The seminars would be based on real projects being presented by their authors and political promoters and discussed by the various authors and by senior national and international experts. Their interest, notably in terms of improving project preparation and execution, which is the main objective of the UfM and of MPCs, would be very high and the more typical benefits of networking would also be accomplished.

Taking the added value of the seminars for granted, it is obvious that the knowledge sharing objectives would be better attained through the first alternative. The decision would thus essentially depend on the financial and technical resources that could be mobilised.

The development of the award system, within the “evolving scenario” towards prizes for the best executed projects and the recognition of the city with the best performance in the field of sustainable urban development, involves a different approach that is more political and less attached to the core functions of the MUI. These awards could obviously contribute to enhancing urban quality in the Mediterranean region, but it seems that, given the poor quality of urban development in the region, it would be more reasonable to wait until the expected effects of the UfM urban policy are felt. In particular, when those projects selected at the pre-feasibility level start being implemented there would hopefully be better samples of executed projects to be considered for the awards. At this time, the “extended” award system would be an incentive for the execution of the projects selected during the first phase and ongoing.

6. THE RECOMMENDED SOLUTIONS

The multiplicity of inputs received during the realisation of the study has been extremely useful to grasp the complexity of the administrative structures in the Mediterranean region. There is a wide array of activities taking place in the urban domain and the numerous stakeholders participating in the sector with a regional view, some of them with programmes to improve urban project quality.

A set of independent experts, in particular through a Delphi survey, have contributed to providing a vision of what could be done to improve the situation, whilst interviewed public officials have illustrated the practical difficulties of regional action in urban issues.

It is not surprising that some of the inputs give contradictory indications, not so much of the existing needs to make progress towards more sustainable urban development as in regards to what could be done and the role that the UfM could play. After a deep analysis of the selected option that has been pre-defined, bearing in mind the possibility of actual implementation under the current political and financial framework and the detailed discussions with the TUDD of the UfMS with regards to the viability of new structures and the absorption of new tasks, the decision to develop just two scenarios as alternatives to the present situation to be presented to the ministers for decision was taken.

Two main arguments sustain the proposal:

- 1) There is a clear need for intervention at the regional level to quickly improve the deteriorated situation of the urban issue in most MPCs and make progress towards sustainable urban development. All projects that could be considered exemplary and replicable have a region-wide interest and could deserve the UfM label and its eventual support.
- 2) This intervention should be channelled through the UfM, as the only institution where there is a convergence of interests of all Mediterranean countries, and

should have a quick pace within the limits established by resource availability and political constraints.

It is in this sense that the maximum proposal, i.e. the creation of an Urban Agency for the Mediterranean, has been excluded as a short-term option, even though its medium- to long-term creation, in principle under the UfM umbrella, could be envisaged if the development of the UfM activity in the sector makes strong progress and more flexibility is needed to enhance its performance. It also explains why the “work as usual” alternative is only used as a reference for the two options proposed. Maintaining the status quo would obviously be the easiest solution, as it would not require additional resources, always difficult to obtain, and avoid possible conflicts. It would, however, derail the expectations of many stakeholders (and possibly those of the ministers who asked for the study) and be considered by them as an unacceptable lack of action faced with a situation that is wasteful and socially and environmentally unsustainable.

6.1. Detailed description of the MUI final proposals

As indicated, there are just two basic proposals under final consideration. They are identified here as “comprehensive” and “partial” development proposals. These names indicate that they are not mutually exclusive options but rather the comprehensive proposal is an extension of the partial one, which is focused on the knowledge sharing activities. This is why the explanation of the partial proposal (point 6.1.1.) will be used as the background for the extended description of the comprehensive proposal.

6.1.1. The partial development proposal

The UfMS, under this proposal, would take additional functions mostly related to the support of projects through mechanisms to improve their quality, notably through knowledge sharing. Specifically, they would involve:

- Facilitating technical assistance

This function has a double aim: to help project promoters to get access to grant money available for Technical Assistance from donors such as the European Commission, the IFIs, bilaterals and from decentralised cooperation; and to act as the recipient of valuable proposals (at the pre-feasibility stage) as well as assist their promoters to obtain TA money. This function is therefore not a TA funding activity but rather a vehicle to better connect TA donors and promoters in need of TA. The UPFI, (undertaken by EIB, AFD, KfW and CDC, with the assistance of consultants to identify projects in the region that would be awarded TA funds from the NIF) is an example of what could be carried out directly by the UfMS, although the array of donors to be approached could be much larger. The function has a strong administrative component but requires some expertise in urban issues to select the right proposals and to monitor the progress of the TA.

Whilst in an early phase the UfMS might require the assistance of consultants, as was the case for UPFI, once promoters across the Mediterranean are aware of this function, the main activity will be to assess the interest of projects and maintain relations with donors willing to finance Technical Assistance. As in the case of UPFI, donors are usually comfortable with having a team of independent specialised advisors to help them to select projects to be supported. A budget to support initial studies might be needed, but this TA function will essentially require some dedicated staff within the UfMS. In a first phase, one or two professionals with one assistant should be capable of taking over this task.

It should be taken into account that a substantial part of the project identification would be carried out through the award mechanism foreseen. The launching of the award system will necessarily take a couple of years, but the UfMS specialists could start this TA activity without delays if they take over the supervisory role of the UPFI, including assisting the European Commission to follow up the TA they will finance through the initiative.

- Knowledge sharing

There are several possible actions that could be undertaken by the UfMS under this generic function. The more relevant are included in the proposal:

- 1) The creation of a knowledge sharing virtual platform, similar to the European Urban Knowledge Network (www.eukn.org), where urban policies, research and practice are presented and discussed. It would be developed as a trilingual forum (English, French and Arabic) to reach all practitioners in the region. It would essentially be a website with cumulated information, news of interest and links to relevant institutions, networks, programmes and urban projects. Whilst incorporating EU developments, its focus would be on issues affecting urban development in the Mediterranean region.

The platform could actually be an extension of the EUKN forum specialising in the Mediterranean region. In this case, the present structure of EUKN would have to change, as only some EU countries are involved in it. This “sister platform” would be supervised by the UfMS and would have to rely on a network of national institutes.¹ In this sense the proposal is closer to the model of the European PPP Expertise Centre (EPEC) that associates 35 national and regional centres specialising in PPPs to share their experiences and make progress toward good practice in establishing public-private partnerships. Similar to sustainable urban development, PPPs represent a new approach to a traditional situation (i.e. concessions), which requires theoretical development, recycling of public officials and sector professionals and knowledge sharing to improve practice across many countries. So, the EPEC experience could be extremely helpful to deploy any of the proposed scenarios.

¹The EUKN reliance on a single institute (NICIS) would not be suitable to cover the Mediterranean region.

The French Urban Agency for the Mediterranean (see section 2.1) has a proposal to create a network of urban institutes, which could have a central unit working in close cooperation with EUKN. In this case, the role of the UfMS would simply be to monitor its activity on behalf of the UfM countries, feed information and, if required, contribute to its financing.

2)The organisation or co-organisation of events specifically designed to discuss issues of relevance for the MPC urban areas. In this area it will have to depend on centres such as the MCMI, IEMed and other institutions acting in the region as well as the city networks, which are already organising similar events. However, the MUI (in this case UfMS) should have a coordination role in order to give overall coherence to these activities both to avoid overlap and to distribute them more adequately along the calendar.

3)Education and training activities within the context of “continuous education”. These activities, which would not be linked to formal university studies, would start with the highest levels (politicians, managers, professionals) and progressively go down and adapt the contents for second rank staff. These activities should be self-sustained, although some sponsoring might be needed to ensure that fees are affordable to all professionals. The specialised educational activities would be developed in the different MPCs and would require the involvement of a network of educational centres, such as UNIMED. The UfMS would mostly identify the needs, jointly develop the programming of the courses and be a main dissemination vector.

4)The award system proposed should be seen as complementing the former two points, as it has a strong component of education and discussion forum.

- Network enhancement

The inventory carried out has shown that the number of city networks, both specific to the region and those with sub-networks focusing in the Mediterranean, are quite

numerous. Whilst all of them have their own objectives and may take different approaches with regards to urban issues, their overall performance could be improved with better communication, some integration or specialisation, etc. The necessary coordinating activities are not being presently performed because they require a Mediterranean-wide presence and a legitimacy that only the UfM can possibly show.

The UfMS will thus take over this function and adopt as an objective the improvement of the present situation to both reduce costs and enhance the overall performance of the networking system. As all networks tend to act quite independently, becoming a “turning point” for most of them will require a demonstration of its utility, time and funding to carry out the support activities, such as holding annual meetings of all the networks, the organisation of joint activities, and so on. The knowledge sharing platform would also be a powerful tool to attract networks to participate in this focal point within the UfMS.

- Participation in programmes

The UfMS would systematically participate in all the programmes launched by the international institutions related to urban development in the Mediterranean, in particular the EU. This should contribute to making them more efficient as this could avoid overlaps and focus the interventions where they are more needed. There is a clear gap to be filled in this regard. This function will depend on its acceptance by programme-management institutions, the European Commission in particular. To accomplish the objective, the UfMS should participate in all programmes dealing with urban issues in the Mediterranean, at least at the definition stage, in order to avoid overlaps and to advise officials designing the programmes, so they become globally more efficient.

- Dissemination of activities and organisation of awards

All the above activities need to be properly disseminated across the region to ensure their effectiveness. During the fieldwork carried out in the first phases of the study, it has been observed that most stakeholders are not aware of the activities of the UfM, in particular regarding urban projects or, as a matter of fact, of the activities being undertaken in the sector by other institutions and networks. It is, therefore, very important that the MUI (in this case UfMS) devotes a substantial effort, at least during the first years of activity, to ensuring that urban project promoters and sector professionals are aware of the work carried out by the urban field of the UfM and the MUI (in this case UfMS).

There is also a need to collect better statistics on the situation of urban areas in the Mediterranean region and, in particular, on its dynamics. Both this activity and the possibility of establishing some benchmarking, which might induce national and local authorities to take action, are not expected to be taken over by MUI (in this case UfMS), at least in the initial phases of the MUI (in this case UfMS). They require some particular expertise and are presently being carried out, to a great extent, by UN-Habitat. In fact, a possible complementary function of the MUI (in this case UfMS) could be to become the Mediterranean partner of this UN agency, notably regarding the implementation of urban policies, which would necessarily be aligned for both institutions.

6.1.2. The comprehensive development proposal

The comprehensive development of the urban instrument envisages the integration in the UfMS of some additional activities that are not included in the partial development proposal described above. This proposal puts a strong focus on the project-related activities on top of those more linked to knowledge sharing, which are central to the partial proposal. This means that it is not an alternative but rather the same solution with complementary functions. These functions are, however, of

substantial weight and their adoption would mean for the UfM a much stronger presence at the project level than at present.

- Assist in project preparation

The UfMS integrates a structure supporting Mediterranean project promoters to prepare their projects so they could be presented to donors and to the IFIs better complying with all the requirements to obtain funding. This structure could be very useful because the quality of the documentation of most urban projects prepared by the promoters of the region is rather poor and this inevitably leads to cost overruns and delays in their execution. This is a main concern for donors, who are essential for most urban projects in the region.

The model proposed is the JASPERS initiative, which helps EU accession countries to prepare their applications to the Cohesion and Structural Funds and IFIs and has allowed them to absorb a substantial amount of funds. A dedicated team of experts, in the central premises and in several offices located in suitable places, assist project promoters in the management of the process and documentation to be carried out, in the preparation of Terms of Reference and calls for tenders as well as in the supervision of the different technical, economic, social and environmental studies.

The team would not carry out any preparatory work (feasibility studies, technical design, etc.), which will fall under the responsibility of the project promoter. It would however help, if necessary, in obtaining funds for Technical Assistance and in the management and financial structuring.

- Project funding

Some urban projects require either subsidies or long-term financing to ensure their financial sustainability. Although most funding from donors obeys bilateral agreements, including for the EU instruments, there are regional funds available for the Mediterranean through a variety of sources. The main problem here is that urban project financing is often quite complex, as it involves a variety of stakeholders,

administrative complexity and higher risks of cost overruns and delays than for standard infrastructure or industrial projects. On the other hand, the amounts involved are often relatively small implying a comparatively high burden of work and commitment for those dealing with these projects.

The development of specific financial instruments for urban projects at the regional level could facilitate the assignment of funds to the sector and represent a more effective use of available resources, including in terms of leverage. The example of the Jessica initiative in the EU, facilitating the creation of Urban Development Funds, which incorporate public and private money, is telling. The use of regional funds within the Neighbourhood Investment Facility (NIF) might be used, in part, to support a financial instrument for urban projects associated to the UfM. The benefit of this instrument would be its formal independence from the EU. This would facilitate participation in it by other donors, even eventually from outside the region, who could be more comfortable in channelling their donations or credit lines through a dedicated independent instrument managed with professional criteria.

The international financial institutions (IFIs) and some bilaterals, such as the AFD or the KfW, have geographical divisions that pay special attention to the Mediterranean region. They even have special mechanisms to support its economic and social development, such as the FEMIP Trust Fund. However, there is no specific urban funding instrument for the region, in spite of urban development being a clear priority, requiring specialised ad hoc funding solutions.

The UfMS would support the creation of a Mediterranean Urban Trust Fund fed by donors, financially managed by an IFI and under a decision-making body in which the donors would be adequately represented, but technically managed by the MUI (in this case UfMS). This means that the investment proposals would be channelled to the Fund decision-makers by the MUI (in this case UfMS), which would be responsible for the preparation of the financial proposals following an appraisal process and the relevant discussion with the IFI in charge of managing the funds. The MUI (in this case UfMS) would thus have to collect proposals, help promoters

to develop them and monitor the whole execution and operation process to ensure the good performance of the project. The financial aspects would be followed by the IFI and the donors themselves (for instance, if there is a loan from a bilateral).

As this would be quite an innovative mechanism, at least for the urban sector (although it reflects the Jessica approach), should the concept be accepted, it seems advisable to start with a specific pilot case. Indeed, the creation of a “Medinas 2030” fund would be a very interesting possibility. The renewal of the old city centres is essential for the MPCs to maintain their cultural legacy, but it implies complex and cost-intensive operations that require specific financing mechanisms, including microcredit, which could be better managed through a specialised fund.

A major benefit of this pilot case would be its clear capacity to attract Arab and other donors interested in the preservation of cultural heritage. The social and cultural character of the initiative would probably facilitate the involvement of new partners in the UfM and highlight the potential regional character of some urban policies.

6.2. The expected costs

The implications in terms of resources can only be roughly estimated at this stage. They are obviously linked to certain aspects such as the possibility to absorb additional staff in the present UfM premises that escape the framework of this study or the distribution of overheads within the UfMS. The figures provided must thus be taken with care and purely as reflecting orders of magnitude.

In a first phase the partial proposal would require some eight professionals and four assistants to execute the activities envisaged. The UfMS will most probably have to outsource some activities (related to website, dissemination, organisation of meetings, etc.). An annual budget of 1.2-1.3 million EUR additional to the present amount dedicated to the TUDD should be envisaged.

To carry out the additional activities of the comprehensive proposal, around seven more professionals and two assistants should be added to the previous partial

proposal to put it underway. Of course, these figures will increase substantially if the project assistance programme is successful and many promoters require the service. Around 2 million EUR on top of the amount for the partial scenario should be considered. Therefore, around 3.2 to 3.3 million EUR per year would be needed to launch the comprehensive proposal. It could be expected to grow quickly to around 5-7 million EUR if the technical assistance and the funding components are successful.

The funds could come from the UfM budget, but it seems more adequate to take into account that specific grants from the EU and other donors and from the beneficiary countries themselves could cover a substantial amount of the additional funding requirements.

6.3. The added value

The analysis carried out in point 5 has analysed the benefits and disadvantages of the different scenarios based on the selected criteria and the weights and scores given by the experts participating in the Delphi survey. The general conclusion was that the activities proposed are globally of high interest for the region and would produce considerable benefits for urban development in the Mediterranean region. Where there is some scepticism with regards to the expected benefits and, at the same time, where the disadvantages could be higher is in those aspects related to bureaucracy, political interference and acceptability by the existing institutions. There are very few doubts about the “technical” interest of the proposed regional instrument regarding all knowledge sharing and project support activities. It must be also stressed that the monetary cost of the activities is considered to be of relatively minor importance compared to the “political” difficulties that could be present.

The financial requirements to launch even the comprehensive proposal are modest, in particular if they are compared with the amounts being devoted by the EU and bilaterally to the sector.² The funds not covered directly from specific sponsorships

²It is worth noting that France alone devotes around 20 million EUR per year to decentralised cooperation on urban issues in the Mediterranean.

or beneficiaries could be covered by the NIF, the FEMIP Trust Fund and similar grant sources. A more demanding situation, from the financial point of view, would be obtaining grants and financing commitments for the envisaged Urban Fund (or eventually a Medinas Trust Fund), but they will not appear in the UfMS budget. Only the costs of the staff supporting the execution of the projects are included. The conclusion is that cost should not deter any of the proposals or their future expansion.

The political difficulties are those that could prevent the development of the proposals. They have been envisaged, however, in a progressive and cooperative way that should help convince the different stakeholders of the common interest of having the UfMS taking a stronger role in the urban sector in the region.

6.4. The award proposals

The proposals for the award that are considered more suitable for presentation to the ministers are essentially:

- Do nothing
- Evolving scenario with two alternatives:
 - seminars in the countries and final seminar (yearly or bi-annually)
 - final seminar only (yearly)

The two alternatives are summarily described in order to be able to establish their implications for the UfM and facilitate the synthetic presentation for the ministers.

The first alternative assumes that periodically (every one or two years) a call will be launched by the UfMS asking for applications to the awards for proposals for sustainable urban projects that should have reached, at least, the pre-feasibility stage. Requirements would be a basic definition and its planning context, a first indication of costs and benefits, a first assessment of its social and environmental impacts, as well as a management and financing scheme that should incorporate the

envisaged administrative set-up. A specific “awards website”, managed by the MUI (in this case UfMS), will provide all the information on the requirements, rules and regulations and a template to facilitate the application.

The applications will be analysed for eligibility by the MUI (in this case UfMS) and those remaining will be divided by country (or group of countries, if needed) and assessed by two national senior experts (from the respective MPCs) to select a maximum of six projects to be presented at the technical seminar to be held in the country. This seminar will be transmitted “live” through the “awards website” and have the participation of two representatives per project (usually the designer and the promoter, public or private), the national experts, a representative of the MUI (in this case UfMS) and, either in person or through videoconference, two senior international experts. After their presentation, projects will be discussed first by the experts, who will point out qualities and deficiencies of the project to help improve them, and then by the other participants. After the session, the experts will decide which one of the projects deserves the national award and, as a consequence, to participate in the next phase.

The second phase will bring together, in principle at the UfM premises in Barcelona, all the national winners for a similar session, which will have English-French interpretation and the presence of some four national experts and four international senior experts, besides the MUI (in this case UfMS) staff. This seminar will last for two days and will have a similar format of presentations and discussions. At the end of the seminar, the representatives of each country (who can vote for the projects of other countries – the number of votes to be decided) and the experts (who can vote for any country) will decide which one is the best overall project.

The end of the seminar will consist of a dinner ceremony during which the national and the overall prizes will be presented.

Besides the recognition involved in the awards, all the national awards and, in particular, the overall winner, would be recognised as “qualified” projects by the UfM

and, as a consequence, they will be supported, especially in obtaining Technical Assistance if they so require.

The second alternative will replace the national seminars and the international experts would select from the eligible applicants the one they consider the best for each country. The procedures to select the projects will depend on the number of eligible projects received. It is envisaged that the international experts will make independent selections, which will be presented to the TUDD Experts Working Group who, after listening to the experts, will choose the national winners.

The projects will thus only be presented by their promoters at the final seminar, which will be held, as in the first case, in Barcelona. The award ceremony will also be similar.

A first estimate of the additional costs involved gives an amount of around 400,000 euros for the first alternative and around 180,000 for the second. This would include the additional resources required from the UfMS. At least part of them could be covered by donors, in particular if a separate accounting system is kept for the initiative. These figures assume a yearly call for applications. Should it be made every two years the costs would be slightly above half of those indicated.

The evolving scenario envisages the possibility of extending the award system if it proves successful. The proposal to the ministers is to wait for at least three to four years, until some of the proposals included in the first calls, which are supposed to be designed in line with the Guidance Framework suggestions, are implemented to launch the awards for completed projects.

Two lines of awards would eventually be open: one for completed projects, which could be subdivided for big cities and for small- and medium-sized cities, and a second one for the municipality that has shown the greatest involvement in the promotion of sustainable and innovative urban actions, including projects and other initiatives.

The first line would extend awards to all MPCs in order to avoid political meddling. Only the municipality award would distinguish a single city and thus a specific country. The fact that every MPC will receive some kind of recognition should avoid hurting the sensitivities affecting the region.

Whilst the evolving process would not require a formal jury, this extended award system for completed projects and for the city would require an international jury and involve the corresponding expenses. The project awards would simply involve the recognition of their quality, whilst the city deserving the award might benefit from the organisation in it of a conference on urban development in the Mediterranean, which could be part of a yearly (or bi-annual, if the awards are given only every two years) process. The awards ceremony would be part of the conference.

7. CONCLUSION

The study of the creation of an Urban Agency for the Mediterranean and of an award for urban innovations has dealt with two aspects of the UfM urban strategy that have not been developed until now. Neither of them had precedents that could be used to illustrate problems and solutions, so an ad hoc methodology has been used to be able to produce reasonable outcomes for the requests.

A systematic search for useful background information has led to the production of two complete inventories that have been useful for the study but will also be very valuable for the TUDD in the future. Complementing this information, the team responsible for the study has carried out numerous interviews with experts and officials directly, visiting four MPCs (Morocco, Algeria, Egypt and Lebanon) and relevant stakeholders in Belgium, France and Spain.

The substantial amount of information collected has allowed the identification of the needs of the region to make progress towards more sustainable urban development and establish the functions that a regional urban instrument could carry out. The possibility of creating an award system has been analysed in parallel, as both activities must be linked.

Several scenarios have been developed both for the possible agency based on taking over different sets of functions and for the award system with various possibilities to give recognition to the best urban projects. Finally, four scenarios have been retained for a systematic multi-criteria analysis using a Delphi survey in which 20 experts have participated to give weights to the criteria and to score the four scenarios. For the awards, a progressive approach linked with knowledge sharing activities has been considered as the most adequate response to the ministers' request.

The inputs from the multi-criteria analysis, the interviews and the discussions with the TUDD have led to the preparation of two more proposals for the urban instrument

put forward. The “partial proposal” would involve the UfM Secretariat, besides their support to labelled projects, some important knowledge sharing and regional coordination activities in the urban sector. These activities would be extended in the second “comprehensive proposal”, which would assume for the UfMS a strong role in project preparation and funding, assisting promoters, in a similar way to the model of the EU JASPERS initiative, and becoming the technical branch of specialised urban funds for the Mediterranean.

The proposals have been defined in some detail, their financial requirements estimated and their added value demonstrated. There are political difficulties in launching the proposals, but they could be solved with a progressive and cooperative approach and the support of the ministers.

ANNEX 1. INVENTORY OF AGENCIES, NETWORKS AND PROGRAMMES (without the factsheets)

Type of structure and field of action

1. Agencies in the Mediterranean
 - 1.a) General development issues
 - 1.b) Urban issues
 - 1.c) Energy
 - 1.d) Environment
 - 1.e) Transport
 - 1.f) Water

2. Networks
 - 2.a) Networks in the Mediterranean
 - 2.b) Urban sector networks
 - 2.c) Urban sector networks in the Mediterranean
 - 2.d) Other relevant networks

3. Programmes
 - 3.a) Institutional capacity-building
 - 3.b) Urban planning and management
 - 3.c) Energy
 - 3.d) Environment
 - 3.e) Transport
 - 3.f) Water

Legend

Study case. Factsheet 1

Other cases that have been not analysed.

1. Agencies in the Mediterranean

1.a) General development issues

1. Center for Mediterranean Integration (CMI) is a World Bank administered institute launched in 2009 and focused in sustainable development policies by knowledge sharing and joint learning. Factsheet 1
2. European Commission – ENPI Cross-Border cooperation in the Mediterranean, Joint Technical Secretariat, based in Cagliari (Sardinia), is a technical and administrative body in charge of managing the programme and providing technical assistance to project applicants in the preparation of project proposals and to beneficiaries in project implementation.
3. French Development Agency - Agence Française de Développement (AFD) complements its financial assistance with an important role in coordinating and networking its local development agents (local and regional authorities, NGOs, universities and companies) in its foreign activity and before the international organisms like the EU commission and other multilateral financial donors. The AFD boasts a world network of 70 in-country field offices, including one in Brussels and in most MCP countries in the Mediterranean region.
4. German Society for International Cooperation - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is the German agency for technical assistance in international cooperation (17000 employees).. Other important organisms are the Germany Federal Ministry for Economic Cooperation and Development (BMZ) and the German Development Bank (KfW).
5. Department for International Development (DFID) is a United Kingdom government department. Along with the Nordic countries, DFID has generally avoided setting up its own programs as that can create unnecessary bureaucracy. To achieve this DFID distributes most of its money to governments and other international organisations that have already developed suitable programmes and lets them distribute the money as efficiently as possible. Currently DFID works in 28 countries worldwide and has 2 programmes in the region – Syria and the Occupied Palestinian Territories.
6. United States Agency for International Development (USAID), besides financial cooperation, it also provides technical assistance in various forms, from technical advice and training to a wide range of commodity assistance from food in disaster relief to IT systems for institutional development. However in recent years, the US government has increased its emphasis on financial assistance in place of technical assistance. USAID has a geographical bureau Middle East in its

headquarters in Washington and several mission offices in countries in the region –Egypt, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia and Gaza.

7. Japan International Cooperation Agency, carries out a wide-range of assistance including technical to financial aid, but also PP partnerships as well citizen participation. It has a physical permanence with an office in 5 Middle-East Mediterranean countries.

This is a list of the main world governmental and non-governmental aid agencies which provide regional and international development assistance, divided between national (mainly OECD countries) and international organizations. Agencies of numerous development cooperation partners from emerging countries as Middle Eastern ones are not included.

Another source comes from UNESCO.

8. European Institute of the Mediterranean (IEMed), founded in 1989 in Barcelona, is a think tank specialized in Mediterranean relations based on a multidisciplinary and networking approach.
9. Institut de prospective économique du monde méditerranéen (IPEMED) is a French think tank created in 2006 and focused in economic relations in the Mediterranean.
10. Institut de la Méditerranée (MED) is a think tank founded in 1994 that provides surveys and expertise tools on economics as well as a support platform to develop projects in the wide Euro-Mediterranean region for several French public institutions.
11. Paralleli Institute is a think tank established in 2005 in Turin, focused in Euro-Mediterranean policies and inter-cultural dialogue.
12. Centre for International Political Studies (CeSPI) is a think tank created in 1985 in Rome oriented to governance and economic policies studies.
13. European Study Centre (Plural) based in Genoa is a non-profit association that operates in the field of Euro-Mediterranean research, technical assistance, animation and training.
14. IstitutoProgettoSud, based in Rome, has recently started a pilot project on trade union and entrepreneurship training of Libya.
15. MEDEA Institute offers its geographical advantage and assistance to other institutions based in the Arab or Mediterranean world wishing to have a base in the European capital.
16. Three Cultures Foundation, based in Seville, is a non-profit organization that has become an international authority for inter-cultural dialogue.
17. MAEM/MEMA Association is a Florence-based association offering graduate studies on Mediterranean cooperation.

1.b) Urban issues

18. Agence Française des villes et territoires méditerranéens durables was created in 2012 by the French government and a dozen local authorities for coordinating the main French actors in sustainable, territorial, urban governance in the Mediterranean. Factsheet 2
19. International Urban Development Association (INTA) is a global association of urban policy-makers and practitioners to share knowledge, experience and tools for integrated territorial development. Factsheet 3
20. Arab Urban Development Institute (AUDI) specializes in the fields of training, research and consultancy, and documentation in the areas of municipal services and urban planning and management in the Arab world. Factsheet 4
21. BCA Centre for Sustainable Buildings (BCA CSB) was created in Singapore as an initiative of UNEP.
22. European Metropolitan network Institute (EMI) is actively supporting the sharing of knowledge between urban professionals, research institutes, civil society, network organisations, private companies and EU institutions. In this way EMI aims to bridge the gap between research and practice.
23. Établissement Public d'Aménagement Euroméditerranée is a French public operator on urban planning and operations.

1.c) Energy

24. Regional Center for Renewable Energy and Energy Efficiency (RCREEE), based in Cairo, diffuses the implementation of cost-effective renewable energy and energy efficiency policies, strategies and technologies in the Arab region. Factsheet 5
25. Mediterranean Renewable Energy Centre (MEDREC), based in Tunis, was launched by the Italian Ministry of the Environment and Territory, and it is committed in training and dissemination besides the development of pilot projects. Factsheet 6
26. Covenant of Mayors, established in 2008 and funded by the European Commission, provides administrative support and technical guidance, facilitates networking between local and regional authorities committing to increasing energy efficiency and use of renewable energy sources.

1.d) Environment

27. Environmental Center for Arab Towns (ECAT) is a scientific research institute based in Dubai which deals with environmental issues concerning Arab city's natural resources and sustainable development. Factsheet 7

28. Centre for Environment and Development for Arab Region and Europe (CEDARE) is a think tank on environmental policy and planning based in Cairo which carries out multi-partner programmes on water, land and knowledge resources. Factsheet 8

29. Arab Forum for Environment and Development (AFED) is a not-for-profit regional non-governmental organization based in Beirut, grouping experts together with the civil society, business community and media, to promote prudent environmental policies and programmes across the Arab region.

1.e) Transport

30. Centre for Transportation Studies for the Western Mediterranean - Centre d'Études des Transports pour la Méditerranée Occidentale is a think tank based in Barcelona that is oriented on transport cooperation studies involving the countries of the Southern Europe and the Maghreb. Factsheet 9

1.f) Water

31. Mediterranean Water Institute - Institut Méditerranéen de l'Eau is the first Mediterranean network of institutional and technical operators in the field of water which was created in 1982 in Rabat. Factsheet 10

32. Arab Countries Water Utilities Association (ACWUA) was founded in 2006 as a result of an initiative by key water sector representatives in the Arab Region.

2. Networks

2.a) Networks in the Mediterranean

1. Euro Mediterranean Partnership of Local and Regional Authorities (COPPEM) is a network of local authorities and national associations of local authorities in the Mediterranean, established in 2000. Factsheet 11
2. Euro-Mediterranean Regional and Local Assembly (ARLEM) is a consultative assembly which aims at bringing a regional and local dimension to the Euro-Mediterranean partnership. It gathers 84 members from the EU and its 16 Mediterranean partners who are representatives of regions and local bodies holding a regional or local authority mandate. Factsheet 12
3. Parliamentary Assembly of the Mediterranean (PAM) is the forum where the Parliaments of the region come together and operate to reach those common objectives towards the creation of the best political, social, economic and cultural environment and conditions for the fellow citizens of the member states.
4. Parliamentary Association for Euro-Arab Cooperation (PAEAC) contributes to the search for peace in the Middle East and to the more general purpose of political and economic cooperation between Europe and the Arab World. It was created in 1974 by 9 European Economic Community state members.
5. Euromed Non-Governmental Platform is a combination of autonomous actors of the civil society representing different countries of the Euro-Mediterranean region. Factsheet 13
6. Euro-Mediterranean Study Commission (EuroMeSCo) was set up in 1996 and is the main network of research centres on politics and security in the Mediterranean.
7. Association of the Mediterranean Chambers of Commerce and Industry (ASCAME) was formed in 1982. It is an organization with a potential membership of 500 chambers of commerce, and other associated entities, from the 23 countries bordering the Mediterranean sea.
8. FEMISE network covers the needs of the region to support investment promotion, business development and economic analysis at regional level. Factsheet 14
9. Invest in Med is another network that covers the needs of the region to support investment promotion, business development and economic analysis at regional level.
10. Information Society Initiative for the Mediterranean (ISI@MED) is a project of UNDP-ART, being a network that facilitates decentralized cooperation to share best practices in the Mediterranean region through the effective and efficient use of ICTs.
11. Union of Mediterranean Confederations of Enterprises (UMCE – BUSINESSMED) is a regional professional organisation based in Tunis since its creation in January 2004.

12. Medinnov is a Mediterranean network for the creation of innovative enterprises, technology transfer and innovation financing.
13. Euromed Capital Forum is a non-profit organization, created in 2005, that promotes the sharing of information between the different Private Equity agents and partners in the Euro-Mediterranean area.
14. Union du Maghreb Arabe (UMA) was founded in 1989 for strengthening relations between Maghreb states.
15. Network of Mediterranean Institutes -Réseau des Instituts Méditerranéens- (RIM) was created in 2006 with the purpose of establishing methodological and research foundations for the regional policies in the Mediterranean area.
16. African Network of Environmental Journalists has been instrumental in facilitating environmental information sharing in the region.

2.b) Urban sector networks

17. United Cities and Local Governments (UCLG) (Mediterranean Commission) represents and defends the interests of local governments on the world stage, regardless of the size of the communities they serve. Over 1000 cities across 95 countries are direct members of UCLG. Factsheet 15
18. Cities Alliance is a 1999 UN-Habitat global partnership for the promotion of the role of cities in sustainable development. It supports cities in providing effective local government, an active citizenship and an economy characterised by both public and private investment. Factsheet 16
19. Metropolis, created in 1985, is represented by more than 120 members from across the world and operates as an international forum for exploring issues and concerns common to all big cities and metropolitan regions. Metropolis also manages the Metropolitan Section of United Cities and Local Governments (UCLG).
20. Eurocities is the network of major European cities. It was founded in 1986. Through six thematic forums, a wide range of working groups, projects, activities and events, we offer members a platform for sharing knowledge and exchanging ideas. Factsheet 17
21. European Urban Knowledge Network (EUKN) enhances the exchange of knowledge and expertise on urban development throughout Europe, bridging urban policy, research and practice. Factsheet 18
22. Practitioners' Network for European Development Cooperation is an open platform for exchange of experience and good practice among European public development agencies and institutions.
23. Sustainable Urban Development Network (SUD-Net) supports the implementation of the UN Medium Term Strategic and Institutional Plan (2008-2013), an organizational response to global trends in urbanization. Factsheet 19

24. Urban Observatory network at local, national, regional and global levels is an exemplary UN-Habitat programme for urban data collection and analysis, providing systematic guidance on how to set up an urban observatory (indicators, information system, software grant).
25. Global Energy Network for Poor Urban Settlements (GENUS) is a UN-Habitat partnership focused in to urban transport and energy, that aims to encourage and support the design and implementation of energy-access programmes for the urban poor worldwide through the exchange and dissemination of best practices and technologies
26. Energy Cities is the European Association of local authorities inventing their energy future. The association created in 1990 represents now more than 1,000 towns and cities in 30 countries.
27. Knowledge Centre on Cities and Climate Change (K4C), serving as a platform for sharing experiences and best practices, as well as facilitating exchange of innovative initiatives.
28. CIVITAS Forum network comprises almost 200 EU cities which represent 68 million citizens of 31 European countries committed to implementing and integrating sustainable urban mobility measures. Factsheet 20
29. Global Water Operators' Partnerships Alliance (GWOPA) with a focus on Arab Region, is an alliance of partners working towards the common goal of making Water Operators' Partnerships (WOPs) happen more often and with greater impact.
30. Arab Water Council (AWC) is to maximize the economic, social and environmental benefits from water use in the Arab countries.
31. URBANET is the network for GIZ staff, associated professionals and researchers working in the fields of municipal and urban development, decentralisation and regionalisation.

2.c) Urban sector networks in the Mediterranean

32. EUROMED Cities Network was created by the City of Bordeaux in 2000 for a true and interactive dialogue between cities of the northern and southern shores. Factsheet 21
33. Coopération des Villes et des Municipalités (CoMun) is a programme strengthening local authorities dialogue on urban development and governance between cities of Algeria, Morocco and Tunisia with the support of GIZ. Factsheet 22
34. Arab Towns Organisation (ATO) is an Arab apolitical, non-religious and non-governmental regional organization. It was founded in the city of Kuwait on March 15th 1976, and is specialized in the affairs of towns and municipalities. Factsheet 23
35. Knowledge Networks Agency (KNA) supported until 2009 the Europe-MENA Network, was created in 2004 on the initiative of the City of Marseilles and the World Bank, as a collective approach to reflection and action aimed at addressing urban management challenges in the Mediterranean. Factsheet 24

36. Medcities is a network of Mediterranean coastal cities created in Barcelona in 1991 at the initiative of the World Bank's Mediterranean Technical Assistance Programme (METAP). Factsheet 25
37. Urban Forum for the Near East and North Africa (NENA Urban Forum) is an Arab NGO network promoting urban development. It is supported by the Morocco Urban Forum office in Rabat since 1996. Factsheet 26
38. The Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE) is a non-profit federation of Mediterranean NGOs. Factsheet 27
39. RehabiMed Association involves universities, public administrations, NGOs in promoting the sustainable rehabilitation of the building stock and the social and economic revitalisation of historic centres, both in Europe and in the developing Mediterranean countries. Factsheet 28
40. Regional Solid Waste Exchange of Information and Expertise Network (SWEEP-Net) involves 10 countries from the Mashreq and Maghreb since 2008. During its first phase this network will be hosted in Tunisia and will be supported by the German federal Government through the German Technical Cooperation Agency (GTZ) and the Tunisian Government through the National Waste Management Agency (ANGed). Factsheet 29
41. Network of sustainable development planners and operators of the Mediterranean includes operators from Egypt, Morocco, Tunisia, Jordan and Lebanon, and is supported by the CMI, AFD, EIB, CDC and the World Bank, as well as managed by Euromediterranée, a French local authority on urban planning. Factsheet 30
42. Polismed is a collaboration initiative among coastal cities of the Mediterranean sea launched by Rome in December 2010. Factsheet 31
43. Arab NGO Network for Environment and Development (RAED) aims at developing, improving and coordinating the work of NGOs from different Arab countries.
44. Shack/Slum Dwellers International (SDI) is a global network of community-based organizations on urban poverty relief. So far only Egypt has accepted federations in the Mediterranean.
45. Network of Associations of Local Authorities of South-East Europe (NALAS) was created in 2001 as a network of associations of local authorities of South East Europe. The network brings together 15 associations which represent roughly 9000 local authorities, directly elected by more than 80 million citizens of this region.
46. Technical Office for Lebanese Cities (BTVL) was created in 2001 with the collaboration of a CGLU local office for institutional and technical support to cities on local development.
47. Network of Historic and Archaeological Cities (RVHA) was constituted in June 2001 and brings together cities of the Middle East (Lebanon,

Syria, and Jordan) with an outstanding heritage that seeks to turn that heritage into a sector of local sustainable development.

2.d) Other relevant networks

48. Global Network of Foundations Working for Development netFWD is an OECD network to provide an innovative platform to promote knowledge sharing and dialogue on economics.
49. European Network for Housing Research (ENHR) was established in 1988 to provide an organizational platform for institutions and individuals in (and outside) Europe, who are actively engaged in housing research.
50. European Spatial Planning Observation Network (ESPON) supports policy development in relation to the aim of territorial cohesion and a harmonious development of the European territory by providing comparable information, evidence, analyses and scenarios on territorial dynamics.
51. European Urban Research Association (EURA) was launched in 1997 for the promotion of urban research as well as the dissemination and communication of research findings to the general public.
52. European Liaison Committee for Social Housing (CECODHAS Housing Europe) is the European federation of public, cooperative and social housing, a network of 45 national and regional federations which together gather about 41.400 public, voluntary and cooperative housing providers in 19 countries.
53. International migration, integration and social cohesion (IMISCOE) is a network of scientists, policy makers and practitioners for addressing and managing the causes and nature of current migration processes.
54. European Trade Association for Business Angels, Seed Funds, and other Early Stage Market (EBAN) is a non-profit association representing the interests of business angels, business angels networks (BANs) and federation of networks, seed funds and other entities involved in bridging the equity gap in Europe.

3. Programmes

3.a) Institutional capacity-building

United Nations Human Settlements Programme (UN-HABITAT)

1. Best Practices and Local Leadership Programme (international programme)
Factsheet 32
2. Strengthening Training Institutions Programme (international programme)

The United Nations Development Programme (UNDP)

3. ART Global Initiative (international programme). Factsheet 33

EC EuropeAid - Regional cooperation: ENPI Southern Region

4. Civil Society Regional Programme. Factsheet 34
5. TRESMED 4- Civil society dialogue. Factsheet 35
6. Anna Lindh Foundation for the Dialogue between Cultures. Factsheet 36
7. Support for partnership, reforms and inclusive growth (SPRING)
8. Civil Protection (PPRD South)
9. EuroMeSCo network of foreign policy institutes

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10. TAIEX (Technical Assistance and Information Exchanges)
11. SIGMA (Support for Improvement in Governance and Management)

EC EuropeAid - Cross-Border Cooperation

12. Regional Capacity Building Initiative (RCBI) project. Factsheet 37
13. ENPI CBC Mediterranean programme. Factsheet 38
14. Mediterranean Network for eGovernment (MEDeGOV)

European Investment Bank (EIB)

15. Facility for Euro-Mediterranean Investment and Partnership (FEMIP).
Factsheet 39

Multilateral

16. Euromed@Change – De nouvelles dynamiques pour l'internationalisation des PME et clusters
17. International Support to Arab Economies in Transition: Towards Inclusive Development after the Arab Spring - AFD, Japan International Cooperation Agency (JICA) and Brookings Institution

3.b) Urban development

United Nations Human Settlements Programme (UN-HABITAT)

- 18. Sustainable Cities Program (SCP) (international programme) Factsheet 40
- 19. Localizing Agenda 21 Program (LA21) (international programme) Factsheet 41

World Bank (WB)

Four strategic areas of focus for urban development in the MENA region: Improving decentralization and service delivery, strengthening local economic development, development of efficient housing and land markets and providing effective emergency assistance. See programmes and projects.

Urban Land Institute. See programmes.

International Urban Development Association (INTA)

- 20. Community of Competence Transmed. Factsheet 42

EC EuropeAid- Regional cooperation: Southern Region

- 21. EuroMed Heritage IV programme. Factsheet 43
- 22. Montada project. Factsheet 44
- 23. Corpus project. Factsheet 45
- 24. Rehabimed project. Factsheet 46

EC EuropeAid - Interregional ENPI cooperation

- 25. Cooperation in Urban Development and Dialogue (CIUDAD) programme. Factsheet 47
- 26. New Medina - From pilot towns to sustainable towns. Factsheet 48
- 27. Liaisons for Growth
- 28. Partnership for urban renewal towards regional economic development (PPRU)
- 29. ArcHeritage. Factsheet 49
- 30. Save WHL Cities War Free World Heritage Listed Cities

EC EuropeAid - Cross-Border Cooperation ENPI CBC Mediterranean programme

- 31. New Cities of the Mediterranean Sea Basin. The NEWCIMED project. Factsheet 50

32. T-Net. Territorial networking for capacity building and local development: a cross-border experience linking Lebanon, Jordan, France, Italy. Factsheet 51
33. Mediterranean Network for the Promotion of Urban Sustainable Development Strategies (UDS). Factsheet 52
34. Empowerment of Management Capacities of the Middle Eastern Public Bodies on Public Services and Socio-Economical Local Development (MIDEMP)
35. Promoting socio-economic sustainable development through innovative technological actions for Mediterranean tourism-heritage and landscapes protection clusters (HELAND)
36. Local Agenda 21 in territorial planning in energy and waste management (Local Agenda 21)
37. Cultural and Archaeological heritage in the Mediterranean Basin (ArcheoMed)

EC - DG Regional Policy

38. URBACT programme. Factsheet 53

Multilateral

39. Platform CAT-MED for sustainable urban models. Factsheet 54
40. Participatory development programme in urban areas (PDP) – EC and German Federal Ministry for Economic Cooperation and Development (BMZ)

3.c) Energy

United Nations Human Settlements Programme (UN-HABITAT)

41. Urban energy (international programme)

United Nations Environment Programme (UNEP)

42. MEDGRID

The World Bank (WB)

43. Energy in the Middle East and North Africa
See programmes

EC EuropeAid - Regional cooperation: Southern Region

44. Cleaner energy-saving Mediterranean cities. Factsheet 55
45. MED-ENEC II- Energy efficiency in construction. Factsheet 56
46. FREEME project
47. EAMGM II – Euro-Arab Mashreq Gas Market Project

- 48. MED-EMIP - energy cooperation
- 49. MED-REG II – Energy regulators
- 50. Paving the way for the MSP (Mediterranean Solar Plan)

EC EuropeAid - Interregional ENPI cooperation

Cooperation in Urban Development and Dialogue (CIUDAD) programme

- 51. Sustainable urban energy in the ENPI region – towards the Covenant of Mayors (SURE). Factsheet 57

EC EuropeAid - Cross-Border Cooperation

ENPI CBC Mediterranean programme

- 52. Low energy buiding refurbishment - RénovationÉnergétique des Logements (RELS). Factsheet 58

EC - DG Regional Policy

- 53. MED programme >MARIE project - Towards Energy Efficiency Improvement in the Existing Mediterranean Buildings

French Development Agency (AFD)

- 54. Energy Efficiency of Palestinian Authority of Energy

3.d) Environment

United Nations Human Settlements Programme (UN-HABITAT)

- 55. Cities and Climate Change Initiative (CCCI) (international programme)

United Nations Environment Programme (UNEP)

Mediterranean Action Plan (MAP)

- 56. Plan Bleu. Factsheet 59
- 57. Regional Activity Centre for Cleaner Production (CP/RAC)
- 58. Mediterranean Commission on Sustainable Development (MCSD)

The World Bank (WB)

- 59. Environment in the Middle East and North Africa
- 60. Climate Change in the Middle East and North Africa
- 61. Mediterranean Environment Technical Assistance Program (METAP)
See programmes

EC EuropeAid - Regional cooperation: Southern Region

- 62. Social, Ecological and Agricultural Resilience in the Face of Climate Change (SEARCH). Factsheet 60
- 63. Clima South: Support for Climate Change Mitigation and Adaptation in the ENPI South region

64. Prevention, Preparedness and Response to natural and man-made Disasters (PPRD South)

EC EuropeAid - Interregional ENPI cooperation

Cooperation in Urban Development and Dialogue (CIUDAD) programme

65. Optimised Management of Waste in the Mediterranean (GODEM)

66. Strengthening the Capacity of Local Authorities for Ecological Modernisation (Green Cities)

67. Promotion of a sustainable and integrated urban solid waste management system in the Maghreb countries (GEDUM). Factsheet 61

EC EuropeAid - Cross-Border Cooperation

ENPI CBC Mediterranean programme

68. Management of port areas in the Mediterranean Sea Basin (MAPMED)

69. Gouvernance de la qualité de l'air dans les villes méditerranéennes (GOUV'AIRNANCE). Factsheet 62

70. Managing the Environmental Sustainability of Ports for a durable development (MESP)

3.e) Transport

United Nations Human Settlements Programme (UN-HABITAT)

71. Urban Transport Programme (international programme)

The World Bank (WB)

72. Transport in the Middle East and North Africa
See programmes

EC EuropeAid - Regional cooperation: Southern Region

73. EuroMed Road, Rail and Urban Transport regional programme. Factsheet 63

74. SAFEMED II – Maritime Safety and Pollution Prevention

EC EuropeAid - Interregional ENPI cooperation

Cooperation in Urban Development and Dialogue (CIUDAD) programme

74. Sustainable Urban Mobility Planning Adapted to Mediterranean (SUMPA-MED). Factsheet 64

75. Neighbourhood Investment Facility (NIF) is financial mechanism aimed at mobilising additional funding to cover the investment needs of the EU Neighbouring region for infrastructures in sectors such as transport, energy, the environment and social issues. The Facility will fund projects of common interest focussing primarily on energy, environment and transport.

EC EuropeAid - Cross-Border Cooperation

ENPI CBC Mediterranean programme

- 76. Action network on sustainable urban mobility -Réseau d'Action en matière de Mobilité Urbaine Durable (RAMUD). Factsheet 65
- 77. Improving the goods circulation between the Middle East and the EU by networking and adopting shared procedures and technologies (CUSTOM MED)

EC - DG Regional Policy

CIVITAS Initiative

- 78. CIVITAS ARCHIMEDES – energy savings in urban transport. Factsheet 66
- 79. CIVITAS ELAN – citizens in mobility
- 80. CIVITAS MIMOSA – innovation in mobility
- 81. CIVITAS MODERN - stakeholder engagement and a performance-led approach
- 82. CIVITAS RENAISSANCE – urban transport in historic EU cities

3.f) Water

United Nations Human Settlements Programme (UN-HABITAT)

- 83. Water and sanitation (international programme)

The World Bank (WB)

- 84. Regional Water Initiative (RWI) for the Middle East and North Africa (MENA).
See programmes

African Development Bank (AfDB)

- 85. African Water Facility (AWF)
- 86. Rural Water Supply and Sanitation Initiative (RWSSI)

EC EuropeAid- Regional cooperation: Southern Region

- 87. Sustainable Water Management and De-pollution of the Mediterranean.
Factsheet 67
- 88. SEMIDE Euro-Mediterranean Information System on know-how in the Water sector

EC EuropeAid - Interregional ENPI cooperation

Cooperation in Urban Development and Dialogue (CIUDAD) programme

- 89. Sustainable water management in the Mediterranean tourist areas (TourMedEau). Factsheet 68
- 90. Urban Water Management (WADI)

EC EuropeAid - Cross-Border Cooperation

ENPI CBC Mediterranean programme

91. Sustainable domestic Water Use in Mediterranean Regions (SWMED). Factsheet 69

92. Promoting sustainable groundwater resources in the Mediterranean Basin: improving technical and administrative skills in selected Mediterranean Basin municipalities to alleviate pollution of groundwater

93. Aqua knowledge and innovation transfer for water saving in the Mediterranean basin (AQUAKNIGHT)

94. Diffusion of nanotechnology based devices for water treatment and recycling (NANOWAT)

EC- DG Environment and EuropeAid

95. European Union Water Initiative (EUWI) – Regional component for the Mediterranean countries (EUWI-MED). Factsheet 70

ANNEX 2. THE AWARDS INVENTORY

The Awards Inventory consists of two parts. The first part is a list of all the recognitions. The 145 awards identified have been classified in three categories as described in the core document.

- 61 Awards related to the urban-built environment
- 11 Awards focused on the Mediterranean region
- 74 Other awards not directly linked to the objective of the study but with potential value as inspiration for the creation of the award

The second part of the Awards Inventory consists of 60 data sheets collecting specific key information on those awards that could be illustrative towards the production of proposals for the UfM. Whilst the rest of the awards included in the survey have also been analysed, they have not been the object of individual fiches as they actually share very similar structures and purposes with the selected ones, which are those that have an international, European or Mediterranean recognition and are more relevant for the purpose of the study.

Two general trends have been identified through the research process. On the one hand the survey have found evidence that the number of awards have grown exponentially over the last decades. Although prizes that have disappeared are not included in the sample, fig 1 clearly shows this rather surprising trend. On the other hand it could be said that globalisation is clearly leading to a new generation of awards. Cities now compete for worldwide recognition and market themselves as “cities of excellence”. Becoming the recipients of international awards on urban innovation or being the organizers of this type of events (especially if they somehow are given the city name) is seen as a relatively cheap and efficient way of marketing the city internationally. Awards such the Guangzhou International Award for Urban Innovation, the Lee Kuan Yew World City Prizes and the Dubai International Award for Best Practices are good

examples of this. Guangzhou, Singapore and Dubai are ready to spend quite a lot of resources to become host cities for “urban innovators”.

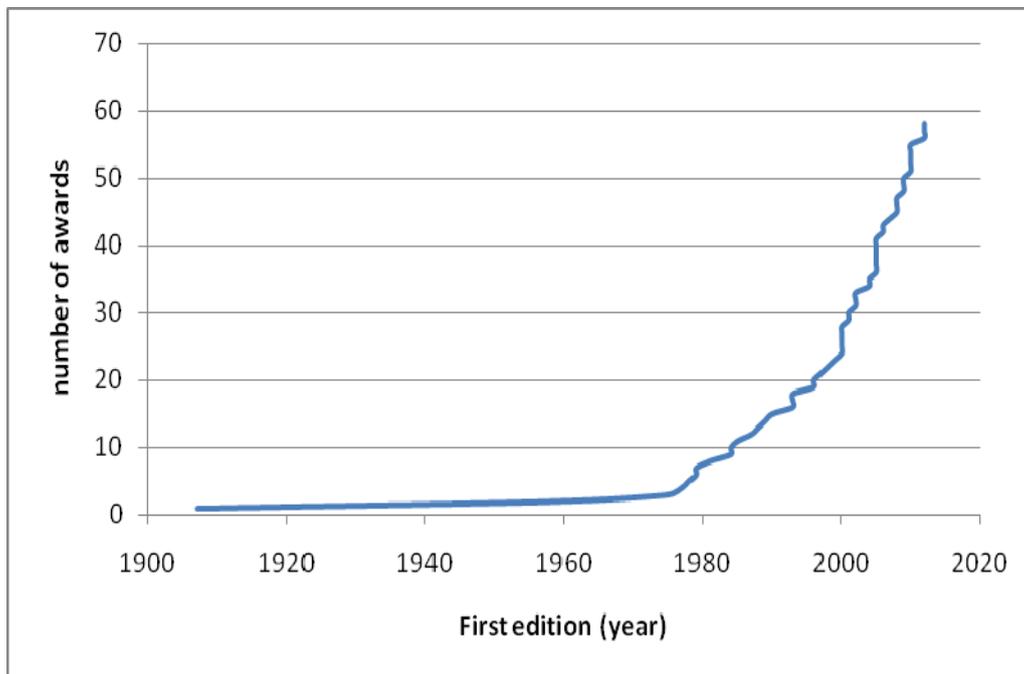


Fig 1. Evolution of the creation of the selected award

A2.1. Urban-built environment awards

Aga Khan Award for Architecture

AILA National Awards in Landscape Architecture

AITPM Janet Brash Memorial Awards

AJ100 Sustainability Initiative of the Year

ASLA Professional Awards

BCO Award, Best Commercial Workplace, Scotland

CAF International Competition on Urban Development and Social Inclusion

China Habitat Environment Award

Cityscape Awards for Emerging Markets

Civic Trust Awards

CNU Charter Awards. Global Award for excellence in urban design

Cooper-Hewitt National Design Awards

Deutsche Bank Urban Age Award

Dubai International Award for Best Practices

EDRA Awards
 ESPO Award on Societal Integration of Ports
 EU Prize for Cultural Heritage / Europa Nostra Award
 European Best Practice Award for Coastal Towns
 European Entrepreneurial Region (EER)
 European GreenWay Award
 European Prize for Urban Public Space
 European Urban and Regional Planning Awards
 Excellence on Waterfront Top Honor Award
 Francis Tibbalds Prize
 Globe Award
 Guangzhou International Award for Urban Innovation
 Holcim Awards for Sustainable Construction
 HUDCO Award for Best Practices to Improve the Living Environment
 IFLA APR Awards
 Institute Honor Awards for Regional and Urban Design
 International Architecture Awards
 ISOCARP Awards for Excellence
 Landscape Award of the Council of Europe
 Landscape Institute Awards
 Lee Kuan Yew World City Prize
 London Planning Award
 NSW Planning Institute Awards for Excellence
 Prix du Design Durable
 Qualité urbaine, architecturale et paysagère
 Regio Stars Awards
 RIBA/CABE Public Space Award
 Rubans du développement durable
 Sir. Patrick AberCrombie Prize for exemplary contribution to town planning and territorial development
 Sustainable Transport Award
 The Award of Nations in Bloom

The European Green Capital Award
 The Groves Award
 The International Awards for Liveable Communities
 The Rosa Barba European Landscape Prize
 The Urban Land Institute Awards: J.C. Nichols Prize for Visionaries in Urban Development
 The Urban Land Institute Awards: ULI Global Awards for Excellence
 The Urban Land Institute Awards: ULI Urban Open Space Award
 Topos International Landscape Award
 Transport Achievement Award
 Trophées Eco Actions
 UDIA National Awards for Excellence in Australia
 UN Habitat Scroll of Honour Award
 Urban Ingenuity Awards
 World Architecture Festival
 World Habitat Awards
 Zayed International Prize for the Environment

A2.2. Mediterranean region awards

EuroMed Dialogue Award
 Euro-Mediterranean Energy Efficiency Innovator Awards
 Le Prix de l'Entrepreneur de l'Année, région Méditerranée
 Mediterranean Award
 Mediterranean Design Awards
 Mediterranean Honorific Award
 Mediterranean Landscape Prize
 Mediterranean Sustainability Architecture
 Prix MEDays de l'Environnement et du Développement Durable
 Prix RAMOGE - Alain Vatrican
 Rammal Award

A2.3. Inspiring awards

AADIPA European Award of intervention on architectural heritage
 AIA Gold Medal
 Alvar Aalto Medal
 Annual Innovation Cities Index
 Ar+d Award Commended
 Athena Medals
 Audi Urban Future Award
 Capitale française de la Biodiversité
 Climate Change & Ethical Investment Awards
 ClimateSmart Awards
 COM+ Communication for Sustainable Development Award
 CTBUH Skyscraper Award
 D&AD Gold Award
 Daimler Chrysler Award
 Dedalo Minosse International Prize for commissioning a building
 DELTA Awards ADI FAD
 ECCS European Award for Steel Structures
 Emirates Glass LEAF Award
 Emporis Skyscraper Award
 Erich Schelling Architecture Award
 European Prize for Architecture
 European Union Prize for Contemporary Architecture "Mies van der Rohe award"
 Festival Automobile International
 Forum AID Award
 France Mobilité Électrique
 German Council for Sustainable Development
 Global 500 Roll of Honor for Environmental Achievement
 Grand prix "zones humides en milieu urbanisé"
 Grands prix du Design
 Green Shot Awards

Heinrich Tessenow Medal
 IABSE International Award of Merit in Structural Engineering
 IABSE Outstanding Structure Award
 IAPH Awards
 Infrastructure Project Innovation Award from the Australian Water Association
 (Victorian Branch).
 International Cosmos Prize
 International Young Planning Professionals Award
 James D. MacConnell Award
 LDSA Built-in Quality Awards
 LGN Street Design Awards
 LLGA Living Labs Global Award
 ManagEnergy Local Energy Action Award
 MIPIM AR Future Projects Award
 Peter Joseph Lenné Prize of Berlin
 Praemium Imperiale
 Premis FAD d'Arquitectura i interiorisme
 Pritzker Prize
 Property Council of Australia's Innovation and Excellence Awards, Best Mixed-use
 Development
 Railway Forum/ Modern Railways
 ReSource Award
 RIBA International Award
 RIBA Royal Gold Medal
 Richard H. Driehaus Prize for Classical Architecture
 ROA Ozone Protection Award 2012
 RTPi Planning Awards – Commendation for Planning for City and Metropolitan
 Area
 Sir Geoffrey Jellicoe Award
 Staalbouwwedstrijd/Concours Construction Acier - Winner International category
 Stockholm Partnerships for Urban Sustainability Awards competition
 The Daylight and Building Component Award

The Green Star Awards

The International Highrise Award

The Seed Awards

The Urban Land Institute Awards: Jack Kemp Workforce Housing Models of Excellence Awards

Thomas Jefferson Medal in Architecture

Travel + Leisure Design Award for Best Infrastructure

UIA Gold Medal

UNEP Sasakawa Prize

UNEP Awards: Champions of the Earth

UNESCO Asia-Pacific Awards for Cultural Heritage Conservation

Urban Innovator Award

Volvo Adventure

Wakker Prize for Swiss Heritage Projects

WED Challenge

WIPO Awards for Inventors

ANNEX 3. THE DELPHI PROCESS

The Delphi process used to support the projects, consisted in a systematic, interactive method, relying on a panel of experts to establish first the weights to be assigned to a series of criteria and, thereafter to give a value to each criteria for each one of the alternative scenarios being evaluated.

In this case a very simple value function procedure will be used that incorporates all benefits and inconveniences as criteria. A weight must be given to each of them in order to obtain, multiplying them for the corresponding values, a score for each scenario i . This score will thus be obtained as a weighted average:

$$N_i = \text{SUM}_{j=1 \text{ to } n} (w_j * a_{ij})$$

where:

w_j are the weights for each criterion j (positive for benefits and negative for inconveniences), taking into account that:

$$\text{SUM}(w_j) = 1$$

a_{ij} are the values given to the individual benefits or inconveniences j , which will be valued between 0 and 10, according to how strong is either the benefit or the inconvenience.

In the first phase of the process, the participants were asked to distribute 100 points among the different benefits and also the same amount of 100 points among the inconveniences, giving the highest number of points to the more important benefits or inconveniences. Afterwards, the participants did the same exercise of distributing 100 points among the different components of the “main” benefits and inconveniences. In some cases (e.g. for efficiency and efficacy) this point distribution trickles down to a third level of benefits.

To facilitate the exercise participants were asked to fill excel files containing the list of factors that should be taken into consideration to assess the value added

that a Mediterranean Urban Instrument could bring to the region.

The experts were also asked to analyse the different scenarios for the role of the MUI and give a score (between 0 and 10) to each of the benefits and inconveniences. The table below details the benefits and inconveniences considered:

Benefits:

The benefits of the MUI have been classified in relation to:

- a) improvements regarding the execution of sustainable urban projects in the region, in terms of number, quality, cost and timing;
- b) the deployment of urban know-how across the region;
- c) the improvement of communication amongst urban stakeholders (North-South and South-South);
- d) the recognition of the role of the UfM in the sector.

These inclusive benefits may be divided to facilitate understanding of the issues and the scoring for the various scenarios:

A) Related to the implementation of sustainable urban projects

Efficiency

- Take advantage of technical support to improve the quality of the project and reduce costs and delays
- Economies of scale (derived from having to deal simultaneously with more projects)
- Economies of scope (derived from the concentration in urban projects)

Efficacy

- Accelerate preparatory works
- Facilitate financing
- Attraction of additional funding sources
- Reduce bureaucratic blockages

- Reduce political interference
- Contribute to governance improvement (subsidiarity)

B) Related to the improvement of the urban knowledge base in the region

- Facilitating the transfer of know-how
- Production of new joint services
- Elimination of unnecessary structures

C) Related to the creation of synergies (North-South and South-South)

Efficiency through:

- Avoidance of duplicities
- Economies of scale (from grouping dispersed activities)
- Economies of scope (from concentration on specific urban matters)

Efficacy through:

- Direct links between interested parties
- Access to better technologies
- Creating a sense of belonging to the same “club”
- Facilitate the connexion between local institutions

D) Related to the enhancement of the UfM role

- Enhancement of the visibility of the UfM
- Showing the technical character of the UfM Secretariat
- Facilitate the involvement of the MPCs in the UfM
- Opportunity to involve countries outside UfM in its activities
- Influence the approach of individual MPCs on urban issues
- Generate awareness of Med particularities (Medinas)

Inconveniences

E) Additional cost

F) Availability of professional staff

G) Additional institutional layer (could increase bureaucracy)

H) Political difficulties

Linked to the creation of new structures

Problems in the location of the MUI (selection of city, visas, etc.)

I) Resistance of existing agencies, networks, programmes to participate

J) Resistance of donors (EU, IFIs, bilateral, etc.) to be driven

K) Resistance of countries and institutions to a homogeneous approach to urban development policy

L) Internal relations within the UfM Secretariat

Possible unbalance between Divisions

Difficulties in relations with sectors (water, energy, etc.) with strong urban component

ANNEX 4. EXPERTS CONSULTED

A4.1 Experts interviewed

Agence Française de Développement (Beirut Office)

-Dennis Cassat, Director

Agence Méditerranéenne des Villes et Territoires Durables

-Jean-Claude Tourret, General Delegate

Agence urbaine de la Sauvegarde de Fès

-Abdelilah Laslami, Director

Algerian Chamber of Commerce and Industry (CACI) and ASAME Urban Infrastructures Commission

-Tahar Kellil, President

Al Omrane

-Mohamed Najib Lahlou, Board member

-Mounia Tagma, Senior Member

Arab Towns Organisation (ATO)

-Ghassan Samman, Sector Head for Media and International Relations

ARLEM Secretariat - Committee of the Regions

-Monika Weymann: Director of horizontal policies and network, Committee of the region

-Beatrix Immenkamp: Administrator

-Gudrun Niedorf: Administrator

-Mónica García: Administrator, Horizontal Policies and Networks Directorate

ASCAME

-Jordi Vallés, Head of Projects

CATMED

-Loïc Giraudon, Official representative of Decentralised Cooperation, City of Marseille.

City of Salé (Morocco)

-M'hammed Chahri, Chief Engineer of urban planning in Salé

CIUDAD-Programme

-Silvia Torressi: Expert of the CIUDAD supporting Mechanism

CMI

-Maryse Gautier, Urban Project Director

Council for Reconstruction and Development (Lebanon)

-Jaoudat E. Abou-Jaoude, Planning Department

Délégation interministérielle à la Méditerranée pour la France

-Serge Telle: Interministerial Delegate at the Mediterranean,

-Gilles Pennequin: Head of territorial development

DEVCO: Regional Programmes Neighbourhood South

-Caroline Maion: Programme Manager -External Relations Energy, Civil Protection & Urban Development

-Lotta Isaksson: Head of Sector for Regional Programmes South, DEVCO: Regional Programmes Neighborhood South

DEVCO: Unit of infrastructures, Networks

-Department of Sustainable Growth and Development

-Paolo Ciccarelli: Head of Unit

-Andres de Clemente: Quality Management Officer, DEVCO: Unit of infrastructures, Networks - Department of Sustainable Growth and Development

Ecoquartiers

-Franck Faucheu, in charge of Ecoquartiers at the Minister of Housing and City

European External Service

-Pierre Deusy: Head of Economic and Trade Affairs of the Euro-Mediterranean partnership in the Union for the Mediterranean (UfM)

European Investment Bank (EIB)

-Guido Prud'homme, Representative of BEI, Morocco

European Urban Knowledge Network (EUKN)

-Mart Grisel, Head of the European secretariat

Fédération des Agences Urbaines (MAJAL)

-Abdellatif Ennahli, President of the Federation

Institut National d'Aménagement et d'Urbanisme (INAU)

-Abdelazziz Adidi, Directeur

INTA

-Michel Sudarskis, General Secretary

-Christian Grusq, Leader of the INTA Commission for the Mediterranean

League of Arab States

-Djamel Eddine Djaballah, Minister plenipotentiary, Environment, Housing, Water & Sustainable Development department

MedCités

-Joan Parpal, General Secretary

Ministère de l’Energie, des Mines, de l’Eau et de l’Environnement (Morocco)

- Mohammed Taoufik Adyel, Head of Division of Economic and Legal Studies
- Abdelkarim Zerkani, Head of Economic Studies Department
- Jamila El Yamani, Head of Legal studies Department
- Driss Abid

Ministry of Environment (Lebanon)

- Nancy Khoury, Head of Public Relations and External Affairs,
- Bassam Sabbagh, Chief of Service of Urban Environment

Ministry of Environment (Algeria)

- Boudjemaa Dalila, Secretary of State for the Environment.

Ministry of Environment and Urbanism (Turkey)

- Ebru Ölmez, Policy planner

Ministère de l’Intérieur, Direction Générale des Collectivité locales (Morocco)

- Rachid Afirat, Director of heritage

Ministry of Foreign Affairs (Egypt)

- Hanan Shahin, Second Secretary, European Department, UfM Team.
- Badr Abdelatty, Deputy Assistant for European Union and Western Europe and UfM Coordinator
- Wael Souad

Ministry of Housing (Egypt)

- Fahima Elshawed

Ministry of Housing and Urban Development (Algeria)

- Ahmed Nasri, Director of Urban development
- Abdelkarim Toudert, Research Officer of the Department of International Relations

SURE Project

- Anass Laalou, SURE External Project Assistant in Salé

UN-Habitat, Regional Office for Arab States (ROAS)

- Mostafa Kamal Madbouly, Regional director
- Katja Schäfer, Human Settlements Officer
- Dyfed Aubrey, Senior Human Settlements Officer

- Abeer Al Saheb, **Jordan Urban Consultant** (UN-Habitat)

Union for Mediterranean

- Guy Fleuret, Senior Advisor, Transport and Urban Development Division

United Cities and Local Governments (UCLG)

- Joan Roig, General Secretary
- Mohamed Boussraoui, executive officer
- Jean-Baptiste Buffet

A4.2 Participants in Delphi survey

Abeer Al Saheb, UN-Habitat

Amr Attia, Cairo University

Cristina Colletti, POLISMED

Ebru Ölmez, Ministry of Environment and Urbanism (Turkey)

Gerry Muscat, EIB

Ghassan Samman, ATO

Jean-Claude Tourret, FEMISE

Joan Parpal, MEDCITES

Katja Schaefer, UN-Habitat Cairo Regional Office

Lourdes Llorens Abando, EIB

Marcelo Balbo, IUAV

Marcello Scalisi, UNIMED

Mercedes Vidal, BCN Ecología

Michel Sudarskis, INTA

Sylvain Houpin, Direction Départementale des Territoires et de la Mer des Bouches-du-Rhône