

# 4TH FORUM OF LOCAL AND REGIONAL AUTHORITIES OF THE MEDITERRANEAN

From Sousse to Tangiers, Territorial Diplomacy in Action



Mediterranean Commission

United Cities and Local Governments  
Cités et Gouvernements Locaux Unis  
Ciudades y Gobiernos Locales Unidos

# CONTENT

<b>1. UCLG MEDITERRANEAN COMMISSION, 10 YEARS OF ACTION IN THE SERVICE OF LOCAL AND REGIONAL ELECTED REPRESENTATIVES</b> .....	<b>04</b>
<b>2. WHICH TERRITORIAL DIPLOMACY FOR WHICH RESULTS?</b> .....	<b>08</b>
<b>3. FROM SOUSSE TO TANGIERS</b>	
3.1 Integrated territorial development in the Mediterranean .....	13
3.2 Youth involvement in local governance, as a development and cohesion driver in the Mediterranean.....	18
3.3 Local finances in the Mediterranean .....	24
3.4 Migrations in the Mediterranean .....	31

# FOREWORD.

## INTRODUCTION TO THE 4TH FORUM OF LOCAL AND REGIONAL AUTHORITIES OF THE MEDITERRANEAN



### Jean ROATTA,

Presidency of UCLG Mediterranean Commission and Deputy-Mayor of Marseille

### Mohamed BOUDRA,

President of the Political Council of UCLG Mediterranean Commission and Mayor of Al Hoceima

**M.B.** : Within the current turbulent Mediterranean environment, we are facing a number of challenges, with restricted means in terms of the major projects we need to pursue. The people of the Mediterranean Region have high expectations in terms of security, employment and the improvement of living standards, and renewal of political practice.

**J.R.** : More than ever, we realise how important the meeting of the two shores of the Mediterranean is, and how important it is to commit to ensure that the Mediterranean Region becomes a focus of peace and sustainable development. Indeed, since 2008 and the first Forum, things have moved quickly. It is important to determine which actions should be undertaken, and achieve these goals. I believe our efforts shall primarily focus on and target the people, namely the human side of things.

**M.B.** : I believe territorial diplomacy is a humanitarian and human diplomacy, placing humans at the centre of everything. It therefore includes the concepts of democracy, a token of our legitimacy to act and lobby, and the respect for human rights and freedoms, solidarity, etc.

**J.R.** : Our local authorities are evolving within a very tense budgetary environment, thereby affecting our cooperation efforts. It is precisely in these tense times that we need to find new exchange, actions, partnerships and friendship channels. This reason is indeed at the heart of our initiatives.

It is important that we keep on hosting meetings and managing to connect with new local and regional authorities' representatives. Our goal is therefore to maintain and strengthen solidarities within this space of dialogue that is the Forum of Local and Regional Authorities of the Mediterranean.

**M.B.** : We can count on the major ally that is UCLG, allowing us to voice our plea for the people of the Mediterranean, which is facing serious challenges and conflicts.



1.  
**UCLG MEDITERRANEAN  
COMMISSION 10 YEARS OF  
ACTION IN THE SERVICE OF  
LOCAL AND REGIONAL ELECTED  
REPRESENTATIVES**



Local and regional governments are necessary and leading sustainable development players, be it in economic, social, ecological or cultural terms. The rise in power of these players, close to civil society, led to the establishment of the world organisation that is United Cities and Local Governments (UCLG).

**The Mediterranean Commission of UCLG** was created in 2006, driven by elected representatives, especially of the City of Marseille and of the Provence-Alpes-Côte d'Azur Region, wishing to create a **space for exchange, consultation** and Mediterranean multi-level experiments, and to make **political proposals**.

This approach, concurrent with the 10th anniversary of the Barcelona Process/ Union for the Mediterranean, drew on the existence of a great number of dynamics and local authorities networks (MedCities, Latin Arc or the InterMediterranean Commission of CPMR, etc.), as well as civil society networks. From the start, it benefitted from the support of the French Ministry of Foreign Affairs and

International Development.

### Four missions :

- Promote local and regional autonomy and institutional reinforcement of local authorities, in connection with UCLG's objectives.
- Federate elected representatives and local decision-makers to strengthen solidarities and a feeling of belonging to a common Mediterranean purpose.
- Value and promote the significance of local institutional levels.
- Inform on all the initiatives and available mechanisms via a resource centre.

United Cities and Local Governments (UCLG) represent and defend the interests of local and regional governments on the world stage, regardless of the size of local and regional authorities. Based in Barcelona, the organisation was tasked with the following mission:

“To be the unified voice and world advocate of local and regional governments; we promote the values, goals and interests of democratic, local self-government through cooperation between local and regional governments and with the wider international community.”

UCLG promotes fair and sustainable societies characterised by solidarity and based on local democracy, self-government and decentralisation.

## UCLG in practice:



**+ 240 000 towns**  
cities, regions and metropolises



**+ 175 000 associations**  
of local and regional government



Represents **5 billion**  
people across the world, i.e. **70% of the world population**

## The organisation:

➔ **7**

**regional sections:**

Africa, Latin America, North America, Asia Pacific, Eurasia, Europe, Middle-East and West Asia

➔ **1**

**metropolitan section**

➔ **1**

**Forum of regions**

For the last 10 years, the **Mediterranean Commission** has been working on themes at the heart of Mediterranean challenges, and offers, at every opportunity, a contribution from the Mediterranean elected representatives to international strategies and dynamics:

## Water

**2009**

- › Contribution of Local and Regional Authorities to the Water Strategy of the Union for the Mediterranean

**2011**

- › Water Governance in the Mediterranean

**2012**

- › Contribution to the 6th World Water Forum



## Climate and Sustainable Development

**2014**

- › Consultation of Local and Regional Elected Officials on the Mediterranean Strategy for Sustainable Development (MSSD)
- › Climate Meeting of Local and Regional Elected Officials of the Mediterranean

**2015**

- › Mediterranean Commission joins the Mediterranean Commission of Sustainable Development
- › Round Table of Local and Regional Elected Officials at the MEDCOP21

**2016**

- › ADEME's Mediterranean Climate Change Adaptation Award
- › Participation in the COP22 Climate Summit of Local and Regional Leaders



## Diplomacy and Current Events

**2007**

- › World Local Authorities "Supporting Lebanese Cities in face of Reconstruction and Development Challenges"

**2008**

- › Conference European Local Authorities for Peace in the Middle-East

**2013**

- › Launch of the Political Council
- › Workshop Dynamics of Change in the Mediterranean
- › Meeting of the Political Council

**2014**

- › Meeting of the Political Council

**2015**

- › Israeli Palestinian Dialogue and Civil Society
- › Meeting of the Political Council



## Accompaniment and Strengthening

**2007**

- › First International Forum of Moroccan Local Authorities

**2009**

- › Regional Seminar for Local and Regional Authorities – Balkans

**2010**

- › Economic Development and Decentralised Cooperation Meeting

**2012**

- › Contribution to the Conference on Decentralisation in Tunisia

**2015**

- › Workshop on Quality of Public Services

**2016**

- › Workshops of the Mediterranean Commission of UCLG

UCLG Mediterranean Commission is the widest framework for direct political exchanges between Mediterranean elected representatives. Its Political Council is the voice of the Mediterranean local and regional local authorities, contributes to the orientations of the UCLG Mediterranean Commission and amplifies the dialogue with international institutions. Its members are signatories to the Charter in support of democratic governance in the Mediterranean.

**10**  
years

**3 000**  
participants

**30 initiatives** and as many  
**partnership** and **promotion**  
opportunities for local and  
regional elected  
representatives

## The Forum of Local and Regional Authorities of the Mediterranean – FLRAM

The Mediterranean Commission is a political advocacy body as well as a resource centre. Its core business remains FLRAM, which meets every two to three years. This forum is the preferred meeting for direct exchanges between Mediterranean local and regional elected representatives.

As the Forums went by, the members formulated a number of proposals and contributed to advances in terms of representation and audience of Mediterranean elected representatives, in line with UCLG's objectives.

**2008**

MARSEILLE

- 1st formal recognition of the role of LRA by leaders of Stats and Governments of the UfM
- Contribution to the emergence of ARLEM and obtention of 10 seats for the Mediterranean networks
- Report "LRA in the new Mediterranean Governance"

**2010**

BARCELONA

- State of play of the LRAs role in the Barcelona Process/UfM
- Call upon the EU and Euromed countries for support and accompaniment measures for national decentralisation policies
- Report "LRA in the new Mediterranean Governance"

**2013**

MARSEILLE

- Closer relations with the Anna Lindh Foundation
- Decision to create the Observatory of the Governance in the Mediterranean
- Report Democratic Governance in the Mediterranean

**2016**

TANGIERS

- The 4th FLRAM was held on the 30th of November 2016 in Tangiers, with the support of the Urban Commune of Tangiers. Ahead of this day, the Workshops of the Mediterranean Commission of UCLG were held on the 22nd and 23rd of September, with the support of the Sousse Municipality and the National Federation of Tunisian Cities.



# 2.

## WHICH TERRITORIAL DIPLOMACY FOR WHICH RESULTS?





**One of the value-added aspects of territorial diplomacy is to be devised as a field strategy.** Which values do we want to communicate as Mediterranean elected representatives? How do we go beyond this to ensure our diplomatic role in a crisis area is recognised? Which political interventions do we focus on within UCLG Mediterranean Commission?

**Mohamed BOUDRA**, President of the Political Council of UCLG Mediterranean Commission and Mayor of Al Hoceima, Morocco

Through their political statements, elected representatives remind the states and international bodies of the expectations of Mediterranean populations, of which a rather large part live in critical areas. They remind the states of their responsibilities and engage them to commit to more ambitious challenges. These advocacy efforts are a first aspect of territories diplomacy. It is indeed carried with strength on a number of topics associated with local governance or with regional issues. This diplomacy is carried out at all levels, international, national and territorial, and in various frameworks. In this regard, decentralised cooperation is probably the one offering the largest panel of terms (from territories to territories, transboundary, multi-level...) and innovation possibilities.

**Jesùs JURADO SEGUI**, Latin Arc Representative, Deputy-President of the Insular Council of Mallorca, Spain

Today more than ever, I wish to highlight the significance of the commitment in favour of cooperation and development for the profit of Mediterranean territories. We need to support this commitment, on all levels, in order to preserve a true spirit of solidarity. We are facing these common challenges, which logically require collective work. (...) Within a context of depletion of financial resources dedicated to cooperation, it is time to optimise efforts and focus actions. Cooperation also fosters exchanges and experience-sharing which form the basis for future alliances between cities facing these issues and similar threats.

**Ahmed ETTALHI**, President of the Tangiers Planning and Environment Commission, Morocco

As a territorial local authority, we do not have any prerogatives in this field on a constitutional level. It is the responsibility of governments. This being said, on our level, a territorial diplomacy can be developed, which would be some sort of lever available to official diplomacy. Municipal councils are local bodies. Therefore, territorial diplomacy appears to be more concrete through these bodies. I think this territorial diplomacy should focus on partnership and cooperation. For this reason, I suggest the following recommendations:

- Strengthen solidarity between cities in order to deal with human issues.
- Develop economic relations between our cities, as well as foster tourism cooperation.
- Host cultural fora between the two Mediterranean shores.
- Develop a sports-diplomacy.
- Develop transportation means, which are necessary to build relationships.

This movement should be amplified with the establishment of new shipping and especially air routes between the major cities of the Mediterranean region.

**Mohamed SEFIANI**, Mayor of Chefchaouen, Morocco

An organisation like UCLG is well positioned to ensure local authorities' parallel diplomacy, thanks to the encounters hosted and relationships supported between cities and territories. Our fellow citizens expect concrete projects and results. This is why our discussions, experience sharing, etc. are essential. These enable us to identify good practices and to adapt it to territories' specificities. Therefore, through the various forms of decentralised cooperation, be it bilateral or triangular, knowledge sharing and capacity building in terms of local administrations improvement are necessary. In addition, I think we shall support and strengthen the establishment of South-South relationships in the Mediterranean region.

**Valérie DUMONTET**, Deputy-Presidency, Latin Arc, Deputy-President of the Aude Department, France

If my delegation didn't include international cooperation, especially at the level of the Mediterranean Basin, my reflection as an elected representative wouldn't have been so rich. Indeed, when working at a Mediterranean level, we gain awareness on development, peace and mutual recognition issues within this especially important space on the international stage. We shouldn't waste our opportunity to build together. This Mediterranean dimension is nourishing the discussion. (...) The point of meetings such as the Workshops of UCLG Mediterranean Commission is that we can share solutions, and at least success keys or reflection avenues. Thanks to our exchanges, we progress and strengthen our policies.

**Mohamed IDAOMAR**, President of Medcities, Mayor of Tetouan, Morocco

Official diplomacy, with constraints and dogmas of its own, shall be supported by territorial diplomacy, of which the broad outline shall be defined. A Mediterranean model of territorial diplomacy should be defined, based on a number of human values on which everyone would agree. It should promote solidarity, respect for one's neighbours, etc. It would translate into practical actions, especially promoting the sharing of democratic values.

It would be interesting to call upon students, if not the youth as a whole, which is a great catalyst. I also think about the media, artists, writers, etc. who should be engaged in our territories and our cities, alongside state diplomacy, which oversees territorial diplomacy.

**Dimitris KAFANTARIS**, Deputy-President of the Central Union of Greek Cities, Mayor of Pylou Nestoros

We also consider that cooperation relates to and should involve the first level of collegial and participatory governance, namely municipalities, to foster citizen interaction, the mayors being their direct representatives. As a consequence, we should strengthen bottom-up relationships and grassroots democracy to pave the way for interregional and transnational cooperation.

**Mohamed Bachir ABDELLAOUI**, Mayor of Tangiers, Morocco

The first challenge is the definition of the concept of territorial diplomacy. For the first time in the history of international relationships, a network of local authorities would lobby in favour of establishing another form of diplomacy. This territorial diplomacy aims at social cohesion, as well as, especially, dispute and conflict prevention. We would like it to be carried out within the framework of networks. This process shall be discussed during dedicated international meetings.

**Josep SAGARRA**, Secretary General of the Catalan Fund for Cooperation and Development, Spain

It is true that great diplomacy is a state prerogative, mobilising large resources. On their level, local authorities need concrete diplomacy, more oriented towards tangible projects and citizen actions. Knowledge of their counterparts and other local administrations is a fundamental point.

It should also be pointed out that territorial diplomacy is a pleasant policy to conduct, as it includes solidarity actions, partnerships, acceptance speeches, etc. This being said, it also implies courageous actions to defend human rights and democracy.

**Ribhi DOLA**, Mayor of Beitunia, Representative of the Association of Palestinian Local Authorities

I wish to inform you of our will to work for the development of municipalities and cooperation. Indeed, we wish to offer the best possible services to our fellow citizens despite an extremely difficult situation. We wish to not only live peacefully with all our partners, but also to make our cause known with our hearts. This is why I invite you all to come and visit Palestine, to see the reality of our daily life first hand.

In such an environment, local authorities are completely powerless and cannot respond to citizens' needs as they should. Nevertheless, municipal councils strive to live and work, especially by exchanging with their partners and collecting their experiences to improve their services and gain expertise. However, they also need some financial support, which should allow them to develop, if not to continue projects interrupted by occupation and barriers erected between the various areas in Palestine.

**Serena ANGIOLI**, Deputy-President of IMC- CPMR, Assessore of the Campania Region, Italy

The challenges we are facing are international challenges, but with repercussions on a territorial level. It is therefore necessary to include a local and field dimension to the major themes that are sustainable development, energy supply, etc. justifying the implementation of a territorial diplomacy. (...) A number of cities and regions of the Mediterranean are already connected to foster exchanges and collaborations between universities, research centres, etc. It would be interesting to capitalise on this relational heritage to extend it to the political sphere in order to strengthen Mediterranean identity.

**Abdelssamad SEKKAL**, President of ORU-FOGAR, President of the Region of Rabat-Salé-Kénitra, Morocco

In terms of territorial diplomacy, networks and local authorities shall first and foremost give priority to bilateral cooperation, in order to assist cities and regions with project development. Should these projects allow the involvement of several regions, especially in border areas or within the framework of a North-South-South partnership, we would have better chances to benefit from international funding. Our networks also have to become platforms capable of supporting regions and local authorities with access to international funding. I therefore invite all of us to strengthen networks. The challenge is to ensure that general networks get support from specialised networks to create virtual platforms serving regions and local authorities.

**Mohamed AYDI**, MedCities Representative, Member of the Special Delegation, Sfax Municipality, Tunisia

Local diplomacy is important, even though in Tunisia, it is not coordinated with state diplomacy. Tunisian municipalities' human resources are limited and elected representative are overworked. Therefore, we need to strengthen the role of local elected representatives, as well as their connections with the population and civil society to consolidate local democracy and participatory practices. Cooperation between cities and the learnings stemming from such cooperation is a good way to reach these goals.





# 3.

## FROM SOUSSE TO TANGIERS

3.1 Integrated territorial development in the Mediterranean

3.2 Youth involvement in local governance, as a development and cohesion driver in the Mediterranean

3.3 Local finances in the Mediterranean

3.4 Migrations in the Mediterranean



# 3.1

## Integrated territorial development in the Mediterranean

**Serena ANGIOLI**, Deputy President of the InterMediterranean Commission (IMC) of the Conference of Peripheral Maritime Regions of Europe (CPMR), Assessore of the Campania Region, Italy

Which recommendations could be made by the Forum in terms of integrated territorial development? First of all, the point is to provide more support to technical and scientific solutions which could be implemented, which implies some institutional capacity building. Indeed, issues are identical but elected representatives are not always capable of sharing solutions with the rest of the world. It is possible to build local authorities capacities through

**Abdelssamad SEKKAL**, President of ORU-Fogar, President of the Region of Rabat-Salé-Kénitra, Morocco

Development is impossible if it isn't integrated, and integrated development can only be territorialised. Governments are drafting sectoral and vertical policies; therefore, integration can only happen at a local authority level.

The development of approaches capable of realising the necessary convergence between the various public policies is only possible at a local authorities' level. A municipality will be more capable of accommodating responses to housing, green spaces, schools, and the needs of dispensaries, while national policies don't necessarily benefit the entire population. A territorialised approach can reduce gaps and inequalities. National policies are not necessarily adapted to the needs of the various cities and regions, and local authorities take action to territorialise and adjust public policies in the field of tourism, industry, etc. to the specificities of each territory.

best practices exchange and meetings. However, the issue is to allow a municipality or a region to adopt an idea developed by another local authority on a concrete topic and to develop it while taking into account local specificities. To this extent, it would be a good thing to foster public-private partnerships on specific projects with a high territorial impact.

Integration of interactions and synergies between the various policies conducted in the Mediterranean is essential, a complex exercise. Indeed, the point is to deal with approaches engaged at various levels (local, regional, national and international) on the one hand and crosscutting policies, sometimes exceeding the capacities of a local elected representative, on

If you look at climate change for example, which requires major adjustments, during all major international summits like COPs, everyone agrees that cities are responsible to a large extent for green-house gases. Therefore, main actions should be implemented by the cities. However, adjustment processes require considerable means, especially for the cities of the South, which are not originally responsible for climate change. In addition, local authorities are requested to present bankable projects. But such projects not only require engaging a highly technical content, but it is also extremely complicated to access funding due to the complex nature of existing procedures.

Unfortunately, some territories are among the most vulnerable: rural municipalities facing the worst droughts, water resources shortage, etc. Ironically, they do not benefit from the necessary leadership and means to face such issues. These cities and regions are forgotten while a large portion of the population of the South shore lives in these territories. And yet, the future of cities depends to a large extent on our capacity to protect these areas

the other hand. Crosscutting issues are climate, environment, energy, economic and social cohesion, land planning, sustainable tourism, and require a medium and long term vision.

Based on experiences presented during the Sousse Workshops, the IMC-CPMR is currently drafting a manual dedicated to local elected representatives and administrators in charge of sustainable development and cooperation to build integrated territorial development capacities.

and ensure their adaptation to climate change.

The scope should be widened to an entire territory or region. The world economic model should be substantially reviewed, then adjusted to territories. Such a review cannot happen at municipal level, but at regional level, which is, I believe, the optimal level for a vision both global and territorialised, adapted to populations specificities and needs.



## CASE STUDY

| **Raouf DAKHLOUI**, President of the Special Delegation, Sidi Bou Saïd Municipality, Tunisia

Sidi Bou Saïd :

- About 6,000 inhabitants, the smallest commune of Tunisia with 217 ha
- 2 million visitors per year
- Over 120,000 visitors a day from June to September
- UNESCO World Heritage Site label under way

**The challenge:** From the end of the 1960s, all neighbouring shops closed down to be replaced by shops targeting the tourism market. The social life of the village therefore moved out of the historical centre. Today, the economic crisis is highly visible. Terrorism scared a number of tourists away. And Sidi Bou Saïd cannot rely on the industrial fabric and its hotel infrastructure is limited. How is it possible to develop a competitive tourism offer in line with visitors' expectations while contributing to the development of the city as well as to the well-being of its inhabitants in a positive and sustainable manner?

Inhabitants and civil society shall take action on this level to prepare viable and sustainable projects which will ensure long term development.

**Integrated quality management** shall be at the heart of the design and the implementation of these projects. This includes communication and

promotion, information and accommodation, restaurants, attractions, infrastructure, natural and cultural environment, and therefore includes a number of players (tourism office, town council, private sector, etc.). Therefore, the quality approach shall result in a close collaboration between all partners. It shall be integrated into the general policy conducted by the government and into the tourism and cultural development strategy. This is a tourism offer with an ongoing innovation and improvement approach.

Classification of the village as a UNESCO World Heritage Site would be the opportunity to create a true cultural offer. Qualified jobs, dedicated to culture/heritage should be created at a municipal level. To this extent, the State shall vote on new laws allowing municipalities to take such actions and have the necessary legal means to implement their decisions.



## CONCRETE ACTIONS

### Implementation of a climate change and green energies promotion policy

| **Anna CAMPS**, Coordinator of the Beenergi project, Gerona Province, Spain

| **Lluís COSTABELLA**, Elected Representative at the Gerona Province

The Gerona Province is one of the four provinces of the Autonomous Community of Catalonia, and includes 221 municipalities and about 800,000 inhabitants.

The policy of the Province is based on:

- Signature of the Covenant of Mayors by over 200 mayors, in view of reducing CO2 emissions by 40%, and the development of specific actions for cities to become more resilient.

With this approach, the Province of Gerona could group investments, pool the expectations of the various municipalities in terms of the fight against climate change and energy supply, in view of drafting common strategies and action plans.

- Beenergi Project (Bundling sustainable Energy investments for Girona municipalities - 2015-2018), funded by the Horizon 2020 European project. Thanks to this project, the Province can offer technical support to the municipalities signatories of the Covenant of Mayors. Beenergi supports investments provided for in Sustainable Energy Action Plans (SEAPs) to improve public sector's energy efficiency and create heat networks. A technical and administrative team was established to assist local governments with the drafting of financing and investment schemes with the involvement of energy services companies, the drafting of call for tenders and contracts, staff training and information, etc. Advice and assistance were also offered to SMEs.

## SUCCESS FACTORS

- A strategy based on an existing European mechanism
- A clear leadership for multi-stakeholders governance
- Technical support to projects



## CONCRETE ACTIONS

### Implementation of the buildings energy efficiency Catalanian strategy

| **Xavier MARTI**, EU Program Manager, Catalonia Generalitat, Spain

The Government of Catalonia includes about 4,000 public buildings, with yearly energy costs of over 160 million Euros. The aim is that for all buildings of Catalonia (about 1.2 million), by 2020, the estimated energy consumption in buildings and housings should drop by 14.4% and CO2 emissions reduce by 22%.

The MARIE European Project (23 partners from 9 Mediterranean countries involved from 2011 to 2014) led to the co-development of this energy efficiency strategy and the introduction of good practices. At the end of the project, the Communities of Catalonia, Andalusia, the Provence-Alpes-Côte d'Azur Region and Friuli Venetia Giulia, Umbria as well as Piedmont concluded a political agreement for better building energy efficiency, that have now developed into concrete projects.

At the «local» level, the government approved five policy areas and the roadmap of the buildings' energy efficiency strategy. This was realised with most of the public and private representatives of the housing, building and energy efficiency sectors, and on the principle laid out by the MARIE project of participatory definition of strategies.

To this day, over 30 concrete renovation projects have been initiated (ex: use of biomass to heat the buildings). The real challenge is to extend experiments to the entire housing stock. To this extent, the Government of Catalonia is working with municipalities and is experimenting on a project with a private donor (energy efficiency for 22 buildings in the centre of Barcelona).

This strategy is also producing positive effects in terms of integrated territorial development, especially with job creation, energy costs reduction, self-consumption promotion and increased use of local production, etc., as well as energy poverty reduction and the development of sustainable housing offer.

## SUCCESS FACTORS

- A transnational co-development approach aiming at the Mediterranean level
- Participatory work involving all the players from the sector
- Positive effects induced beyond the field of action.



## CONCRETE ACTIONS

### Towards better energy efficiency in Sousse

| **Sami HOCHLAF**, Deputy in charge of international cooperation, Sousse Municipality, Tunisia

In partnership with ANME, the Tunisian agency for energy control and ADEME, its French counterpart, AIME, the Swiss Federation, via the Cités de l'Énergie network and the «We love Sousse» association, the Sousse municipality and the Marseille municipality launched an energy efficiency improvement project in 2015.

Co-funded by the French Ministry of Foreign Affairs and International Development, the project will facilitate the development of an energy management situational analysis, a governance diagnostic and the implementation of «Urban lighting» workshops». This will also allow the prioritisation of challenges and actions to be initiated in terms of energy efficiency.

The energy audit will start with the Sousse Medina. It will then be extended to the entire municipal area. The Sousse Energy Efficiency strategic plan, which will be developed based on the project, will lead to the programming of necessary investments for the implementation of its recommendations. This will act as a lever to rise to the challenge of energy and ecological transition.

## SUCCESS FACTORS

- A partnership associating local authorities and government agencies of both shores
- A technical and organisational diagnostic



## CONCRETE ACTIONS

### Reclassification of a metropolitan area and birth of a neighbourhood

| **Ramzi HALOUANI**, Deputy-Director for Infrastructure, Taparura, Sfax, Tunisia

Sfax is Tunisia's second industrial city. It also boasts an incredible heritage thanks to its history and culture. The name of the Taparura area comes from the ancient Roman city which used to be in the current location of the Sfax Medina. However, the large number of food and chemical industries established on the Sfax territory left a disastrous heritage on an environmental level.

The Taparura project aims at reconciling the city with its coastline, to raise Sfax to the rank of a metropolis, to enhance its image and competitiveness. In terms of planning, the project is based on the principles of integration, sustainability and mixity.

- A first phase to decontamination and rehabilitation of the area was done by an international consortium of companies with multiple funding. Contamination was confined. 420 hectares were reclaimed for the city, with the new urban park, new sections stabilised by coastal protection works and drainage channels. Surface and sea water quality monitoring was implemented.
- The urban park of Taparura, one of the main components of the land development project, aims at offering more green areas to the people of Sfax.
- The project was selected by the Union for the Mediterranean and the Urban Project Finance Initiative, to foster a project management integrated approach within a PPP framework.
- Studies related to the first operational phase of 80 hectares have been conducted. A candidates' selection process to formalise a public/private partnership, to which the State would contribute to the tune of 49% is already underway. Ultimately, Taparura will include a 20,000 housing capacity for 50,000 inhabitants, 15,000 to 45,000 direct and indirect jobs, 10,000 beds to provide for the tourism offer, and 66 hectares of landscaped spaces.

## SUCCESS FACTORS

- A large multi-donor project to redesign the city
- The role of classification to raise funds and the use of PPP



## CONCRETE ACTIONS

### Readjust the tourism offer between Barcelona and its surroundings

| **Josep RODRIGUEZ**, International Relations Manager, Department of Tourism, Barcelona Province, Latin Arc

The Barcelona Province includes 300 municipalities and a number of tourism sites. The municipality of Barcelona, considered as the sole attraction by tourists, concentrate flows, to the expense of other destinations. Some areas of the municipality show signs of saturation, with negative impacts on the coastline and in the centre, where traditional businesses are disappearing for the benefit of business targeting tourists. Citizens' daily lives are also impacted, with a rise in housing costs affecting residents.

The challenge is to diversify the territory's tourism offer and showcase other cities. Indeed, tourists visiting Barcelona could also spend a few days in other parts of the territory and benefit from cultural, gastronomic or family offers. This is why the Province showcases the idea of «Great Barcelona». To this end, the Province is collaborating with the municipality of Barcelona, Turisme de Barcelona, a public/private consortium, with the implementation of common promotion actions. These partners shared information and analysed the various tourist profiles to offer visitors a new range of options beyond the Catalonia capital city and contribute to a better distribution of flows. In this regard, the city of Barcelona and the territories of its Province partnered to gather their offer within a single programme.

Finally, we believe that international cooperation at the level of the Basin is essential, tourism in the Mediterranean region concentrating on a third of global flows. This is why it would be interesting to work together on diversification, seasonality and the decentralisation of the tourism offer

## SUCCESS FACTORS

- A project uniting municipalities, the Province, the State and the private sector
- The results could be of interest for other coastal tourist territories touristiques littoraux





## CONCRETE ACTIONS

### A UNESCO classification as a lever for heritage enhancement and territory development

**Jean-Yves ASTRUC**, Head of the Decentralised Cooperation Mission, Provence-Alpes-Côte d'Azur Region, France

For several years, the Region has been working with the Governorate of Kasserine, located in an extremely sensitive territory. First, and after the revolution, this cooperation dealt with health and education priority issues. Then, a territorial development support strategy was developed, based on the common thread between both territories: an exceptionally rich Roman-Byzantine heritage.

- A regional expertise: the municipality of Arles has been working for several years on enhancing its heritage and was subsequently classified as a world heritage site with regards to three major sites. The heritage of the municipality of Orange is currently being classified by UNESCO.
- An exceptional site: For the last 20 years, Sbeitla has been classified as an archaeological site of national interest, but has never submitted a demand for registration as a world heritage site.
- A support from the Region to develop an integrated management plan on the territory, a condition to obtain the UNESCO label. The point of this approach is to allow some form of territorial dynamic and to foster ecology, economy, heritage, education, etc. and integration into the territorial development approach of the Governorate.
- A return to the territory of the Provence-Alpes-Côte d'Azur Region, since the municipality of Arles will be able to bring up this international partnership when renewing its own label and show it worked in the interests of world heritage enhancement.

## SUCCESS FACTORS

- Heritage classification as a development lever
- A cooperation benefitting both partners



## CONCRETE ACTIONS

### Agricultural waste reuse as an alternative source of heating

**Dimitris KAFANTARIS**, Deputy-President of the Central Union of Greek Cities, Mayor of Pylou Nestoros, Greece

The principles of circular economy urge to ensure good resource distribution to feed sustainable growth. These general principles can be adjusted depending on the situations. A typical example is waste management through recycling and reuse, the aim being to reduce or eliminate residues while extracting the material required for energy production. This is how Greece decided, within the framework of a coordinated approach, to progressively close its landfills and replace it by decentralised waste management centres. In this regard, three rural municipalities of Messenia (Pylos Nestor, Trifylias and Oihalia) initiated a project involving collecting and transforming olive tree branches from olive oil farms in pellets, a material to be used by the region schools and public buildings' heating systems instead of traditional fuel.

## SUCCESS FACTORS

- A project involving several municipalities, bringing an innovative economic momentum
- A project easy to replicate in the Mediterranean region



## RECOMMENDATIONS

- Promote the Covenant of Mayors for Climate and Energy on the South and East shores of the Mediterranean, and adapt it to local cultures and practices.
- Foster public-private partnerships for projects with a high territorial interest and impact.
- Give momentum to the diversification of the tourism offer, to seasonal adjustment and existing eco-tourism offers, while preserving historical and natural heritage and implementing methods such as ICZM.

# 3.2

## Youth involvement in local governance, as a development and cohesion driver in the Mediterranean

**Hatem ATALLAH**, Ambassador, Executive Director of the Anna Lindh Foundation

We consider youth as a key pillar at the heart of the strategy adopted in June 2015 by the 42 Foundation member states. Indeed, youth is the target of a number of negative movements appearing in the area and advocating for extremism, radicalisation, involvement in violent actions, etc. based on identity, employment or other issues. However, youth is also the main asset in the response to counter such dangers.

For almost a year, we worked in the field to define a number of criteria which form the basis of the Foundation's new projects. The first finding is of a break with traditional media among the youth. Now, the youth communicate via social media and

networks, the gap widening between the youth and decision-makers who remain attached to traditional communication channels.

Second finding: we observed a real passion for dialogue, both between the two shores of the Mediterranean and at a national or regional level. This desire to communicate shared by the youth was verified in our report on cultural trends published in 2012; we are currently working on the next issue of this report. We therefore raise the question of the means: how can we engage in dialogue in an environment characterised by cultural diversity, stereotypes and preconceptions?

In connection with this will to conduct dialogue among the youth, we signed an agreement with the Tunisian Ministry of National Education to hold

debates hosted by the Anna Lindh Foundation and the British Council in public schools, within the framework of the Young Arab Voices programme. This is an ambitious project as it requires training of both the youth and the teachers on techniques to conduct debates. It is important that the youth feel supported and have the necessary time to prepare for the next step. Any project cancellation would have a negative impact, and it will be even more difficult to renew this experience, if not impossible.





## CONCRETE ACTIONS

**Azzedine AISSAOUI**, Elected representative and the People's Assembly of the Bejaïa Wilaya, Algeria

Youth in Algeria accounts for 70% of the population, and is poorly represented among associations (of about 81,000 Algerian associations, only 1,027 are targeting the youth) and is highly affected by the crisis of the last few years (high unemployment rate, forced urban migrations, etc.).

### Findings:

- No text compels political parties to keep a quota for the youth in the electoral roll.
- No positive discrimination measure for the youth who are therefore excluded from public participation.
- No prerogative or decision-making power in the employment area for local authorities.
- Conservatism. Legislation does not prohibit in any way local elected representatives to associate the youth with regards to the decision-making process and the drafting of public policies in terms of employment via conferences, fora or advisory boards.

The People's Assembly of the Bejaïa Wilaya:

- Plays a mediation role between state's deconcentrated institutions, especially entities in charge of employment, microcredit, economic operators and the youth.
- Support training and learning through the funding of programmes carried out by the non-profit sector in favour of young project holders. The aim is a better integration into the business environment. The local authority associates authorised public institutions, such as vocational training centres, chamber of trade, and the University.
- On a yearly basis, hosts a forum associating the University and businesses for better integration and to connect future graduates with companies.
- Advocate for the establishment of a local youth advisory board, for this category of citizens to participate in the various encounters with public institutions and debate on issues of interest for the youth.

## SUCCESS FACTORS

- A role of interface, lead contractor and momentum for the Bejaïa PAW in favour of youth integration
- A proactive policy, despite the weakness of prerogatives



## CONCRETE ACTIONS

**Valérie DUMONTET**, Deputy-Presidency, Latin Arc, Deputy President of the Aude Department, France

The Aude Department is a small and rather rural territory including 350,000 inhabitants and two major cities, Narbonne and Carcassonne, each with 50,000 inhabitants..

### Findings:

- In terms of youth, all institutional, volunteer or professional stakeholders of the territory dealing with this issue never used to communicate and had their own policy.
- At the level of the Mediterranean Basin, be it on the South or the North shore, challenges, findings and stakes regarding the youth are the same.

The proactive youth policy of the Department, are based on two lines of action:

- Entice municipalities and satellite associations, co-funded by the Departmental Council, to integrate more youth in the municipal councils and boards of directors. In this way, the youth participates in decision-making processes to a larger extent..
- Establishment of a Youth Departmental Council with a rather new format, as it will not be restricted in terms of size, session duration, etc. Its mission will be to make political proposals to the platform of institutional stakeholders in charge of the youth to launch a collective, strategic and collaborative departmental project. A participatory budget will also be dedicated to the Council to support or directly participate in projects held by the youth in the department. Finally, it will contribute to the drafting of departmental policies dedicated to the youth.
- An international cooperation policy, with the youth at its core and based on exchange of practices and experiments.

## SUCCESS FACTORS

- The establishment of an innovative instrument under a new format and with broad missions at the territory level
- The key role of cooperation in the Department's youth approaches



## CONCRETE ACTIONS

| **Ghassan TAYOUN**, Deputy-President of the Zgharta-Ehden Municipality, Lebanon

The Zgharta-Ehden municipality includes about 40,000 inhabitants, spread over two distinct territories, one on the mountain-side and the other one on the plain-side.

### Findings:

- A certain disenchantment with public affairs and the common interest from the youth.
- A relative failure of the «Youth Councils» at the local level.
- A very harsh judgement from the youth in terms of responses provided by authorities to their needs.

In response, the municipality engaged in a solidarity project associating the youth under the guidance of charities. Awareness was therefore raised on the need to be creative and innovative in initiatives aiming at involving the youth further. In this regard, it is essential to remove barriers to free speech and to be flexible, the youth coming and going without really settling. The main challenge is therefore to always keep the door open, while trying to capture the ideas and make a diagnosis. Ad hoc neighbourhood committees were therefore created, with variable life expectancies based on their results or the lack thereof. The youth was then involved in one-off projects mobilising their capacities in fields like digital technologies, social networks, etc.

## SUCCESS FACTORS

- An initiative drawing lessons from past projects
- Youth mobilisation on local projects through flexible and ad hoc instruments



## CONCRETE ACTIONS

| **Mohamed MOKNI**, President of the Special Delegation, Sousse Municipality, Tunisia

| **Adnene SASSI**, Head of International Cooperation, Sousse Municipality, Tunisia

| **Lotfi HARZALLAH**, Head of the Citizenship and youth involvement development project Sousse Municipality, Tunisia

The municipality is developing a youth-oriented culture of citizen engagement:

- An urban development strategy developed with the participation of the citizens (USUDS European Project, conducted by MedCities). Priority projects were defined by task groups, including local and regional authorities, the local people, universities and companies. This was an opportunity to integrate and enhance youth potential and to recruit a team of unemployed PhD studies to lead to process.
- A pilot project to fight against school dropout. With the support of the European Union and MedCities, young unemployed teachers, a psychiatrist and a sociologist were contracted to offer schooling support to the children of a school from the South area. The experience saw a rise in school results and contributed to the fight against school dropout. The first Observatory on school dropout is the result of this initiative, with the support of the Provence-Alpes-Côte d'Azur Region.
- A youth municipal council in the making, to give momentum to the relationships between institutions, elected representatives, citizens and the municipality of Sousse. The youth will go through a training cycle on municipal capacities. Cooperation between the Aude Department and the Sousse municipality will allow exchange of good practices, and youth within the framework of voluntary missions.

## SUCCESS FACTORS

- A strong participatory policy involving the youth
- Support of cooperation project used as levers and to experiment with mechanisms



## CONCRETE ACTIONS

| **Eleonora INSALACO**, Programme Manager, Anna Lindh Foundation

During the Euro-Mediterranean Forum in Malta, civil society organisations from 50 countries gathered with the main international and institutional organisations. This meeting reinforced the belief that intercultural dialogue can be an effective response to a number of major challenges in the Mediterranean, especially rising extremism, migration flows management, and youth employment. 10 major strategic priorities have been formalised in a 5-point agenda.

- **Fight against speeches advocating radicalisation.** The Foundation initiated an expression programme entitled «Jeunes voix Méditerranéennes» (Young Voices from the Mediterranean), which is actually an extension of the «Jeunes voix arabes» programme. The programme aims at building capacities and dialogue options between the youth, and creating consultation mechanisms between the youth and decision-makers. It is also important to work with the media to go beyond the coverage of negative events or conflicts if only to promote societies complexity and diversity. Indeed, positive approaches and actions initiated by the youth are hardly mentioned in the media. It is time to show that the youth of the North and the South of the Mediterranean are similar, and that increased cooperation offers a lot of potential.
- **Relevance of mobility and exchanges.** It would be interesting to establish an exchange programme between associations and local authorities of the Mediterranean Basin, similar to the Erasmus programme. It would increase intercultural experiences and allow the development of cooperation projects between cities. Within this framework and given the visa issue, the idea of a Euro-Mediterranean intercultural passport recognised by national governments was mentioned by the Forum. In addition, mobility of ideas is also necessary; movement of cultural and artistic productions should be supported. It was suggested that there be a fund created for translation in the Mediterranean region, as this would be a real tool for dialogue promotion.
- **Intercultural teaching.** Education should be revisited to convey values of openness, dialogue and mutual understanding, both in an informal setup and in the formal setup of the states' educational systems. At their level, local authorities could offer intercultural educative actions. For their part, the Anna Lindh Foundation will launch a regional educators' training programme in 2017 to build their capacities in terms of intercultural learning. They also developed an intercultural citizenship manual, which is the first of its kind.
- **Collective and social entrepreneurship,** which can be a great youth, employment and innovation development driver. It can also act as an integration lever and a source of income. In this regard, the Forum offered to develop a training programme for new entrepreneurs, as well as a partnership mechanism for stakeholders already involved in the area of social entrepreneurship.
- **Actions by intercultural cities.** The Anna Lindh Foundation believes in the relevance and interest of increased coordination between local authorities, civil society, private sector, educational sector, etc. for the promotion of intercultural policies. By nature, Mediterranean cities are multicultural. Within this framework, an active support policy would contribute to a shift from a multicultural dimension to an intercultural dimension, where exchanges are fostered and cultural diversity promoted. Cultural diversity being a source of prosperity for cities, should be passed on and convey messages advocating for it.

## TWO PARTERSHIP OPTIONS

- The establishment of a platform to exchange good practices between cities
- The creation of a Euro-Mediterranean dialogue capital city award, which would give true momentum to the theme of intercultural city, reinforce territories' visibility and attract resources





## CONCRETE ACTIONS

| **Ridha ABBASSI**, President of the Special Delegation of the Kasserine Municipality, Tunisia

### Findings:

- Strong disappointment from the youth following the 2011 revolution. Their expectations for change are tangible and concrete, they share the feeling that nothing has changed, so they withdraw and criticise.
- A multitude of players from associations, not always well identified and often poorly structured, which affects dialogue with local authorities.
- Local authorities are facing numerous constraints, and as a result, always take emergency actions and cannot plan their development over more than a year.
- The youth do not understand this situation and refuse to get involved in the discussion or to be stakeholders under such conditions. There is a major communication problem between associations and local leaders.

The neighbouring committees pilot project, in partnership with the municipality of Munich, suggest that the youth, well established in their neighbourhood, play an intermediate role against compensation, and foster communication between the municipal council and citizens. The youth will be tasked with hosting meetings, assist with tax and waste collection and recycling. The first action taken by these neighbourhood committees will be to redevelop a public square and its equipment in an area affected by integration issues, etc. in view of resuming dialogue between the populations. This experience could eventually be replicated in all of the neighbourhoods of the municipality.

- Contribution of the youth of the neighbouring committees to the safety of their neighbourhood, by getting to know each other better and therefore avoid infiltration of terrorists in popular areas, as this has already been observed. It is an extremely sensitive topic that the youth were warned about.
- A three-week training programme in Munich on new legal mechanisms and participatory democracy which should gain youth buy-in, will be hosted. It will also be an opportunity for them to bring in new ideas and learn from the municipality's officials.

## SUCCESS FACTORS

- Youth, interfaces and official players of the local public policy via neighbourhood committees
- Projects also aiming at restoring confidence and recreate ties



## RECOMMENDATIONS

- Foster the reinforcement of youth involvement in local decision-making and public services in urban and rural settings.
- Stimulate coherent cooperation between local and regional authorities and NGOs on a same territory basis to establish efficient and permanent mechanisms to dialogue with the youth and identify its local needs.
- Collaborate with universities and technical institutes to build capacities in line with employment needs and facilitate connections with potential employers.
- Establish communication networks offering a space from where the youth can interact with local authorities, or inform themselves and get involved.
- Involve the youth in identifying the needs, the implementation and the monitoring/control of public services. Foster their involvement in decision-making processes on territorial development plans.
- Capitalise on youth citizen participation experiences in favour of a better local governance and territorial development.



# 3.3

## Local finances in the Mediterranean

Over the last few years, the international community agreed to development goals where success depends, to a large extent, on local authority's capacity to implement their powers. The Secretary General of the United Nations recognised that most investments to be made within this framework will come from local governments. However, are their financial means sufficient for such an ambition? In average, we know that it will be necessary to double, if not triple, the amounts allocated to investments, and yet, the situation of local finances in the world is globally very weak, especially in developing countries.

What is our improvement potential, and which action routes should we pursue?

The state of local finances in the world is extremely difficult to assess due to:

- The diversity of local authorities: 99.9% of governments are local, with only 200 national governments in the world.
- Funding systems are closely linked to the political, economic, cultural, etc. environment where they are implemented.

## The Global Observatory on Local Finances

Towards detailed knowledge of local finances in the world

"Local finances monitoring is an essential step to assess infranational governments' financial capacity to fulfil their responsibilities."

**Nathalie LE DENMAT**, Executive Secretary of UCLG Committee on Local Finances and Development

**First step:** conduct a statistical study presenting the major financial indicators of infranational governments in 101 countries, representing 82% of the world population, "Subnational Governments around the World: Structure and Finance\*".

Conducted by OECD and UCLG with support from AFD, the study provides a comparative summary on local structure and responsibilities, as well as very broad data on infranational governments' expenditure and income data collection was especially challenging since the states still do not have any performant and transparent reporting systems.

The study was presented at UCLG World Summit held in Bogota in October 2016, as well as at the Habitat III Conference in Quito. It provides both a basis for dialogue between national and local governments to advance financial decentralisation, and an international monitoring tool on local governments' capacity to implement the global development agenda.

**Towards a second step:** based on this study, the point is to systemise information collection and make it more reliable, and improve the tool to collect more detailed data on local authority's accounts (and not only on the basis of state accounts exclusively).

A steering committee made up of local and central governments, as well as research institutes and donors, should develop the Observatory's roadmap for the next 3 to 5 years.

\* OECD/UCLG (2016)



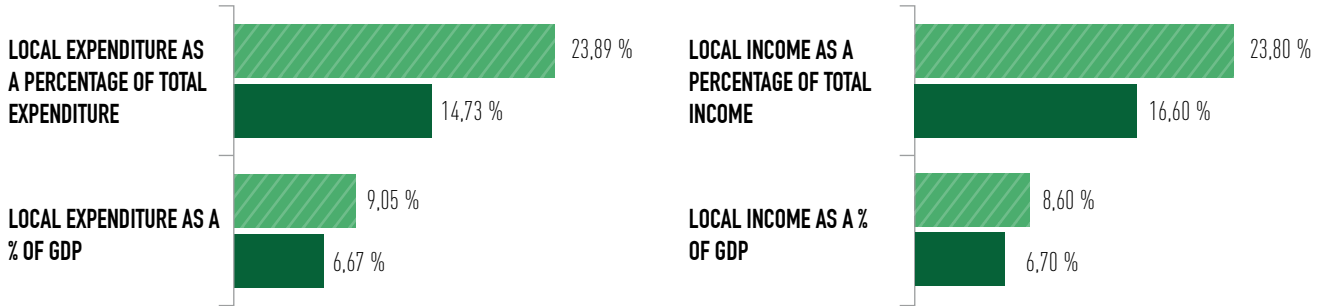


# Analysis of local expenditure and income in the Mediterranean:

## A region with specificities and great disparities

Data from the above-mentioned study from 17 Mediterranean countries: Albania, Cyprus, Croatia, Spain, France, Greece, Israel, Italy, Jordan, Malta, Morocco, Montenegro, Palestine, Portugal, Slovenia, Tunisia, Turkey (missing countries in terms of UCLG Mediterranean Commission's member countries: Algeria, Bosnia-Herzegovina, Egypt, Lebanon, Libya, Mauritania, Syria).

### 1. Mediterranean local expenditure and income lower than the global average



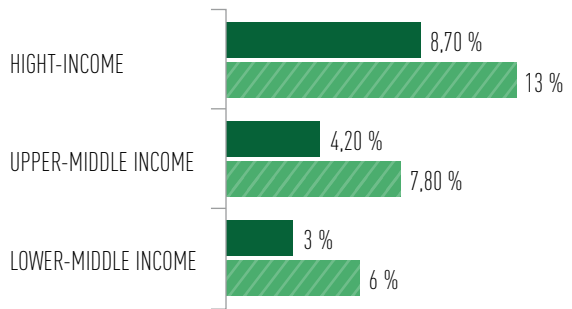
Globally, data shows expenditure and incomes lower than the global average, be it in terms of country's expenditure/income or as a share of GDP. Financial decentralisation of Mediterranean countries is therefore even less of a reality than in the rest of the world. Could this reveal a more centralising administrative culture than elsewhere?

This average can be refined based on country's development levels, but the same gaps can be observed between global average and Mediterranean countries average:

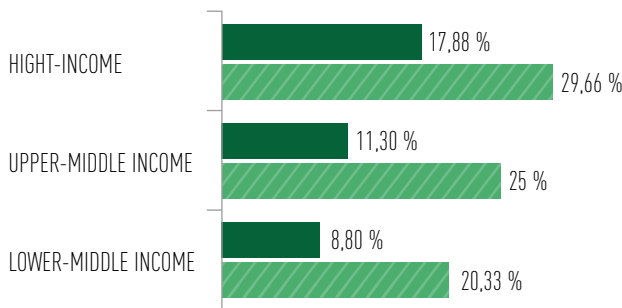
#### LOCAL INCOME AS A PERCENTAGE OF TOTAL INCOME



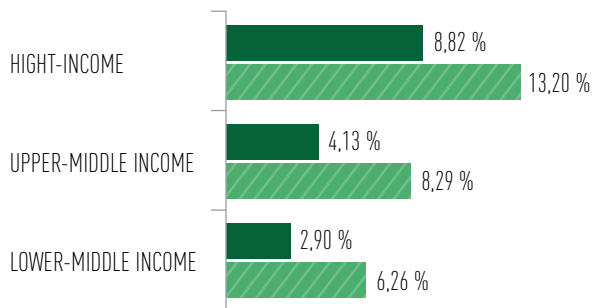
#### LOCAL INCOME AS A % OF GDP



#### LOCAL EXPENDITURE AS A PERCENTAGE OF TOTAL EXPENDITURE



#### LOCAL EXPENDITURE AS A % OF GDP

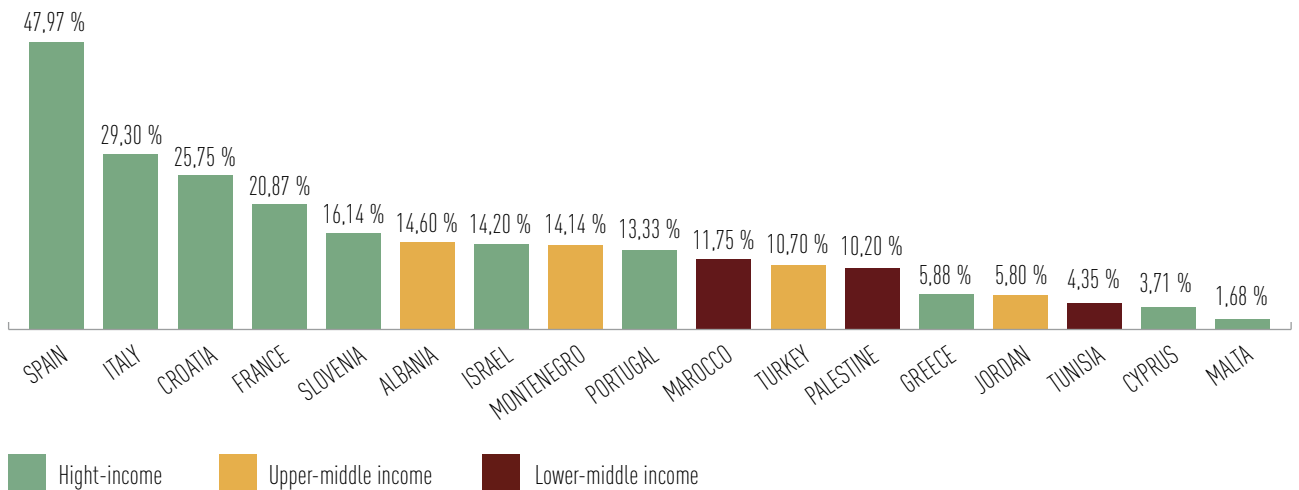


■ Moyenne monde
 ■ Méditerranée

## 2. Disparate situations within the Mediterranean space

### In terms of expenditure

SHARE OF LOCAL EXPENDITURE/ TOTAL EXPENDITURE (2013)



NB: Spain differs from other Mediterranean countries in that the various regions of the country compare to quasi-federal states, regional expenditure and income being integrated to local authorities' income and expenditure.

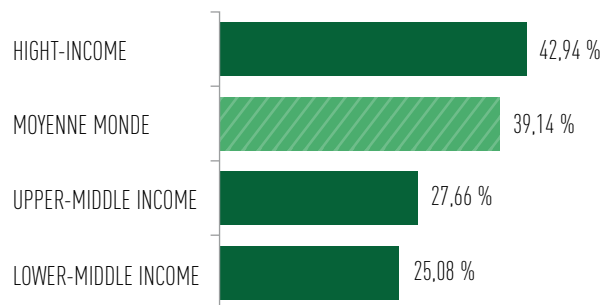
In terms of investment, the share of Mediterranean local authorities in public investment is quite satisfying in view of the low level of decentralisation of the countries of this area. It seems that the focus is more on investment than operation. Spain (64.51%), France (60.04%) and Israel (59.48%) are ahead of the sample, followed by Slovenia (46.07%), Montenegro (38.93%) and Turkey (35.88%), while Palestine (20.72%), Jordan (12.87%) and Malta (7.03%) have the lowest levels.

Tunisia has surprising results: despite very low financial decentralisation, local governments account for 30.33% of the national investment effort. Investment expenditure accounts for 50.31% of their total expenditure.

"The state was massively engaged, with the support of donors and partners, injecting over 566 million dinars via exceptional endowments and subventions from 2011 to 2016. Municipalities therefore managed to fill the gap between income and expenditure, and even reverse the trend, with a current positive variation of 1.2%".

Faiçal KAZEZ, Local Finance Director of the Tunisian DGCL

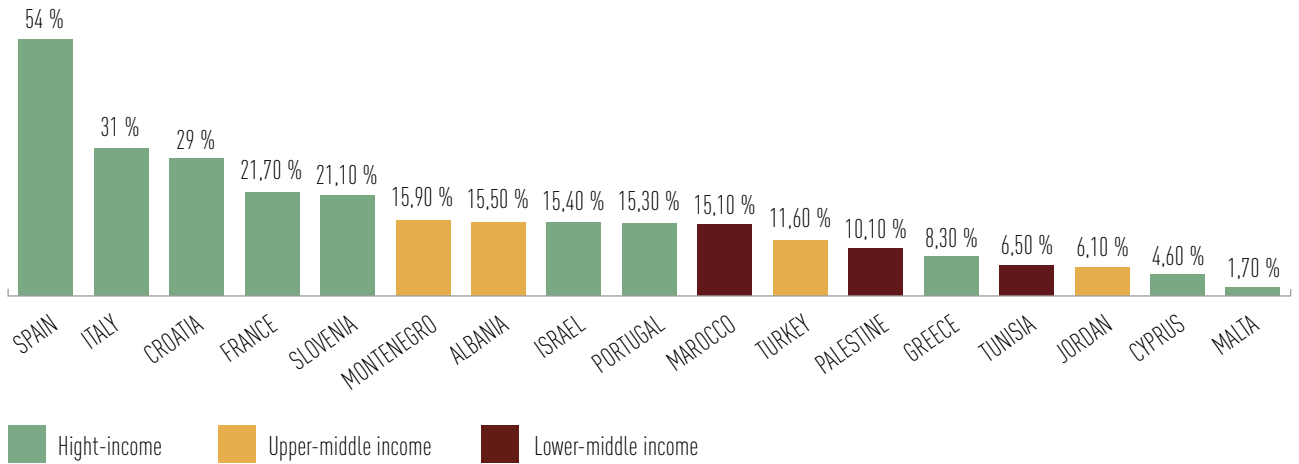
SHARE OF MEDITERRANEAN LOCAL AUTHORITIES IN PUBLIC INVESTMENT



## In terms of income

Local income distribution curve is similar to expenditure curve. State transfers to local authorities make up close to half of all resources, reflecting some level of dependency towards the central level.

### SHARE OF LOCAL REVENUE/ TOTAL REVENUE (2013)

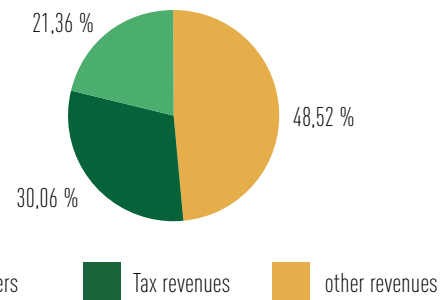


### AVERAGE DISTRIBUTION OF LOCAL GOVERNMENTS' INCOME SOURCES

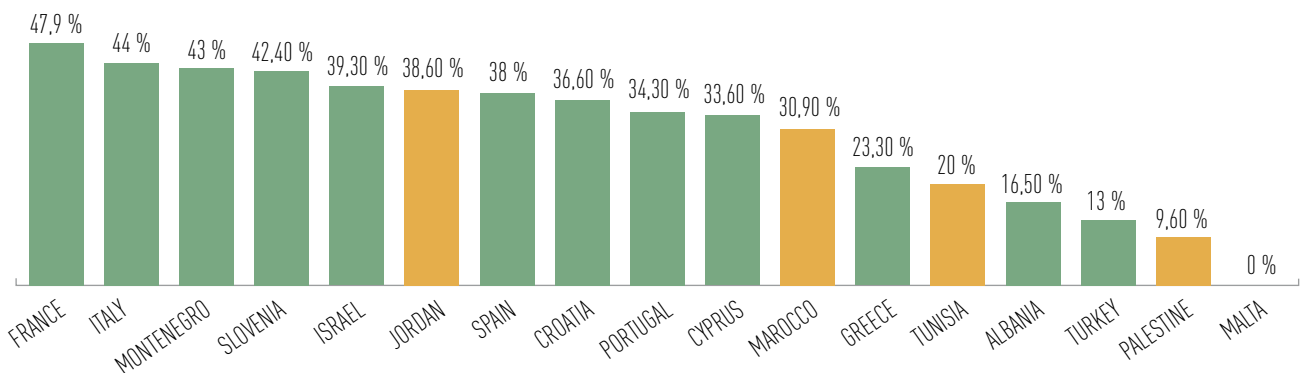
The distribution of Mediterranean local authorities' main sources of income is very close to national average:

State transfers make up the main revenue item: 48.52% vs 53.6% for global average. With 94.4% of local income made up of transfers, Malta is highly dependent on the central state, followed by Albania (76.5%), Tunisia (75.7%) and Turkey (70.4%).

Tax revenues, as long as there is some degree of autonomy in terms of tax rate settings, are an indicator of financial autonomy. Their ratio is similar to global average.



### TAX REVENUES AS A % OF LOCAL INCOME



## In terms of debt

The average debt of local governments in the Mediterranean reaches 6.22% of domestic public debt, and 5.94% of the GDP, well below global average (13.97% and 8.99% respectively). Higher income countries differ in that their debt is higher: Spain (29.27%), Italy (12.27%), France (10.37%) and Portugal (8.26%). The European countries of the Mediterranean region rely more on financial markets in comparison with others, which almost exclusively rely on bank loans. In Italy and in Spain, 11.5% and 20.3% respectively of local authorities' debt is made up of bond issues. Montenegro and Slovenia incurred debts to overcome the crisis and are currently facing budget problems. Finally, adequate data couldn't be collected on local authorities' liabilities (Jordan, Palestine and Tunisia).



Globally, for local authorities to tackle global challenges and find solutions in order to rise to these challenges, UCLG is suggesting guidelines for local finance. These recommendations are not aiming at advancing a single-model decentralisation. It applies to several models.

# RECOMMENDATIONS for local finances that can be useful for the development of territories

## 1. Promoting a favourable environment for local governments' action: making financial decentralisation effective and efficient

- Achieving financial decentralisation
- Fighting against corruption in order to finance development in cities and territories
- Putting effective instruments in place for the exercise of powers
- Strengthening human capacities in local governments

"The implementation of decentralisation processes on a financial level requires prior capacity building for regional and local authorities. This is the only option to make it possible to rise to the challenge, since there cannot be any successful financial decentralisation if the recipient of new attribution does not have the required capacities and skills."

**Kamilia HMILA**, Financial Manager of Sousse Municipality, Tunisia

"Regarding local authorities' financial situation diagnosis, several tools are available, including the PEFA tool, selected by the municipalities of Sousse in 2015 and of Sfax a few years earlier. The PEFA diagnosis, used by 149 countries and over 500 municipalities in the world, led us to review our financial management and engage restructuring actions, both at an income and expenditure level."

**Darko FRAS**, NALAS Deputy-President, Mayor of Sv.Troica, Slovenia

## 2. Mobilising the endogenous wealth of cities and territories: rethinking local financing systems to make them sustainable

- Granting a sufficient degree of local autonomy
- Reinforcing and diversifying local taxation
- Developing land and property valuation
- Financing local public services

“In Tunisia and since the Revolution, we are critical of the lack of enhancement of the fiscal potential and of the deterioration of financial autonomy of Tunisian municipalities, which went from 75% in 2010 to 64% in 2014 due to poor resources mobilisation.”

**Ahmed GUIDARA**, Financial Director of Sfax Municipality, Tunisia

“Regional and local authorities shall respond to very complex issues by providing quality services and infrastructure to their citizens, while at the same time, the necessary resources for these missions are limited due to incomplete fiscal decentralisation in a number of territories.”

**Darko FRAS**, NALAS Deputy-President, Mayor of Sv.Troica, Slovenia

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## 3. Channelling global savings towards the local level: long-term access to external finances in order to finance investments and respond to urgent needs

- Pre-financing investments through loans and/or PPPs
- Establishing guarantee mechanisms favouring local authorities
- Involving Official Development Assistance and climate finance in cities and territories

“Besides subventions from national authorities, the funds from international organisations, if useful, remain insufficient.”

**Darko FRAS**, NALAS Deputy-President, Mayor of Sv.Troica, Slovenia.

“Municipal Investment Programmes’ envelopes progressively decrease. Therefore, Tunisian municipalities do not contribute to economic and social promotion of territories, especially since investments agreed in the past are not maintained and deteriorate year after year.”

**Ahmed GUIDARA**, Financial Director of Sfax Municipality, Tunisia

“Local governments have to be innovative and focus on new funding sources, such as public-private partnerships, especially for public service missions and the development of sustainable infrastructure. Local borrowing is also probably worth exploring.”

**Darko FRAS**, NALAS Deputy-President, Mayor of Sv.Troica, Slovenia

#### 4. Achieving a level of local resources that represents 20% of national ones by the end of the next decade: within developing countries where local resources have reached this goal, local governments can assume close to 2/3 of public investment

- Equitable sharing of domestic resources between different levels of government
- Structuring a multi-level governance framework that includes civil society and the private sector
- Assessing transferred responsibilities
- Ensuring predictable, stable, and incentivising financial transfers

“Aubervilliers is among the 10 cities with the poorest population in France. It is true that vertical and horizontal equalising schemes have been established to balance the situation, but a slowdown of this mechanism is provided for in the various finance laws in 2017-2018. Therefore, due to the reduction in local authorities’ allocation, we might get back to the level of 2012. Therefore, on the one hand, the legislature is re-establishing some form of social justice, but on the other hand, it burdens local authorities.”

**Anthony DAGUET**, Deputy-Mayor for finance, Aubervilliers Municipality, France

“In terms of participatory budget, several municipalities tried to allocate part of the investment budget to citizen participation and joint decision-making. For its part, this year, the city of Sfax will dedicate 5% of the municipal budget, namely 3 million dinars, to citizen participation.”

**Ahmed GUIDARA**, Financial Director of Sfax Municipality, Tunisia

“Our role is to alert the national government of this equalisation and local authorities financing challenge so that state’s allocation are not reduced.”

**Anthony DAGUET**, Deputy-Mayor for finance, Aubervilliers Municipality, France

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#### 5. Creating a global, multi-partner observatory on local finances: Monitoring the financial capabilities of local governments in helping them to achieve the sustainable development goals

- Monitoring local financial capabilities in implementing the Sustainable Development Goals
- Facilitating dialogue between national and local governments
- Developing a community of practices and experiences on local finances

“I want to highlight the interest of peer exchange, namely horizontal learning in place of vertical learning. This type of approach requires the development of a network of professionals. In this regard, in 2015, we established a network of African financial managers under the aegis of UCLG.”

**Kamilia HMILA**, Financial Manager of Sousse Municipality, Tunisia

# 3.4

## Migrations in the Mediterranean

**Josep SAGARRA**, Vallromanes municipal councillor, Secretary of the Catalan Fund for Cooperation and Development, Spain

For several years, the countries of the Mediterranean Basin, especially of the South shore, move from a status of transit country to a status of host country. This situation is generating new concerns for the mayors of the cities, who have to deal with a new social and economic situation in their territories. In this environment, it is necessary to prepare to host and manage migrant flows. Cities are therefore facing several challenges on a logistic and hosting level, and on an urban public services adaptation (waste management, sanitation, etc.) and migrants' employment and integration level. Experience of sharing and peer learning is of great help. As an example, I identified a number of best practices in terms of integration in Amman, Turin and Vienna.

It is now important to **develop a new discourse on migrants' arrival in our respective cities**. The theme of migration shall be dealt with in terms of development opportunities, and not as a barrier to social cohesion. Faced with rising populism, local authorities have

to show courage and have a positive rhetoric.

Another challenge is the one of **migrant populations' integration**, especially within municipalities. For example, the city of Madrid hired migrants from Bangladesh to participate in waste management and sorting. There are also best practices in terms of training.

It is also important to work with civil society and migrant associations, **fostering a climate more favourable to dialogue with local authorities**. All options shall be explored exhaustively to collect best practices in order to reproduce them later to other Mediterranean countries.

To this day, three meetings were held within the framework of the MC2CM Project in Lisbon, Madrid and Tangiers (29 November). These meetings of peers focused on social cohesion, cultural and interreligious dialogue, employment and entrepreneurship, human rights and access to basic services. It was the opportunity to confront the views and approaches of the various cities, to exchange on issues and devise solutions.





## CONCRETE ACTIONS

### Mediterranean City to City Migration MC2CM European Project to support migration governance at the local level

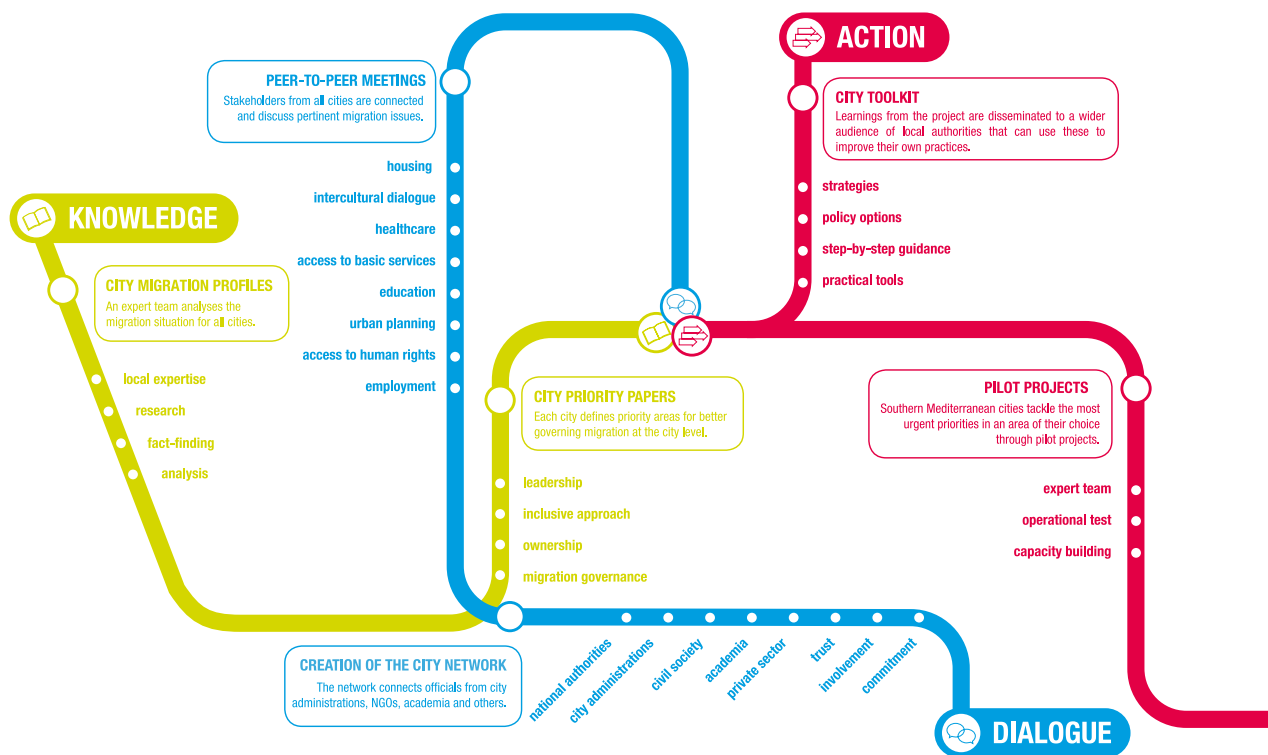
| **Mohamed BOUSSRAOUI**, Programme Director, UCLG World Secretariat

The MC2CM Project aims at improving migration governance at the local level within a network of European and Southern European cities (Tangiers, Tunis, Amman, Beirut, Lisbon, Lyon, Madrid, Turin and Vienna).

At UCLG, we consider that local and regional governments have responsibilities to exercise in the field of migrations management. These entities are the most capable of drafting policies for migrants on their territories, especially in terms of education, health, employment, etc.

The approach selected for this project is based on three components:

- The dialogue component associates local authorities, states and civil society through various thematic meetings in connection with migrants' situation in the cities and political conferences.
- Regarding the knowledge component, it was elected to identify local experts in order to define migration profiles of the participating cities. To this day, two profiles were established for Tunis and Vienna. These will form the base for local dialogue with the territory's stakeholders in order to define common action priorities.
- Finally, the action component provides for the conduct of pilot projects funded by the European Commission in Tangiers, Tunis, Amman and Beirut, in partnership with UN Habitat and ICMPD.





The MC2CM Project, co-funded by the European Union and Swiss cooperation within the framework of the Dialogue on Mediterranean Transit-Migration and coordinated by ICMPD, led to the development of a new discourse and a new positioning on migration issues, with a specific focus on integration and inclusion, as well as migrants' access to basic services, with respect for human rights. The aim is for this discourse to apply to all of the world's regions.

"Tangiers is a city open to the world and to migrations. Therefore, we do not consider the newcomers as foreigners, since Tangiers is a true melting pot of civilisations. We are proud to host and integrate everyone wanting to settle in our city."

**Mohamed Bachir ABDELLAOUI**, Mayor of Tangiers, Morocco

"Local authorities and governments of the Mediterranean Basin are the first institutional players affected by the migration crisis. But their capacities, both material and human, are quickly exceeded in view of the extent of the problem. It is therefore necessary to make their voice and their concerns heard on a national and international level. (...) Through the Majorcan Fund, Majorca local authorities are supporting the European Association for Local Democracy and the initiation of a dialogue between the municipalities. They work with the local governments of the Greek islands most affected by humanitarian emergencies associated with the migration crisis and provide support in the area of crisis management, with the provision of medical equipment, basic commodities, assistance to maintenance of refugee camps, etc."

**Jesús JURADO SEGUI**, Latin Arc representative, Deputy-President of the Insular Council of Mallorca, Spain



# SUSTAINABLE DEVELOPMENT GOALS, A CHALLENGE FOR ALL!

“In August 2015, about 200 countries endorsed the 17 Sustainable Development Goals to be reached by 2030. In this regard, UCLG played a major role in the definition of several objectives and associated indicators. To contribute to the establishment of what SDGs refer to as a « transformed world », local and regional local authorities of all regions of the world shall play a proactive role.”

Mohamed SEFIANI, Mayor of Chefchaouen, Morocco.

SDGs related to the debates and actions presented in this document are as follows:

## SDG 04



ENSURE INCLUSIVE AND EQUITABLE QUALITY **EDUCATION** AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL POTENTIAL.

## SDG 07



ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN **ENERGY** FOR ALL.

## SDG 08



PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC **GROWTH** FULL AND PRODUCTIVE EMPLOYMENT AND **DECENT WORK** FOR ALL.

## SDG 10




REDUCE **INEQUALITY** WITHIN AND AMONG COUNTRIES.

## SDG 11



MAKE **CITIES** AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE.

## SDG 12



ENSURE SUSTAINABLE **CONSUMPTION** AND **PRODUCTION** PATTERNS.

## SDG 13



TAKE URGENT ACTION TO COMBAT **CLIMATE CHANGE** AND ITS IMPACTS.

## SDG 16



PROMOTE **PEACEFUL AND INCLUSIVE SOCIETIES** FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE **INSTITUTIONS** AT ALL LEVELS.

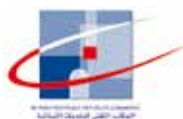
## SDG 17



STRENGTHEN THE MEANS OF **IMPLEMENTATION** AND REVITALISE THE **GLOBAL PARTNERSHIP** FOR SUSTAINABLE DEVELOPMENT.



In partnership with:



with the support of:



