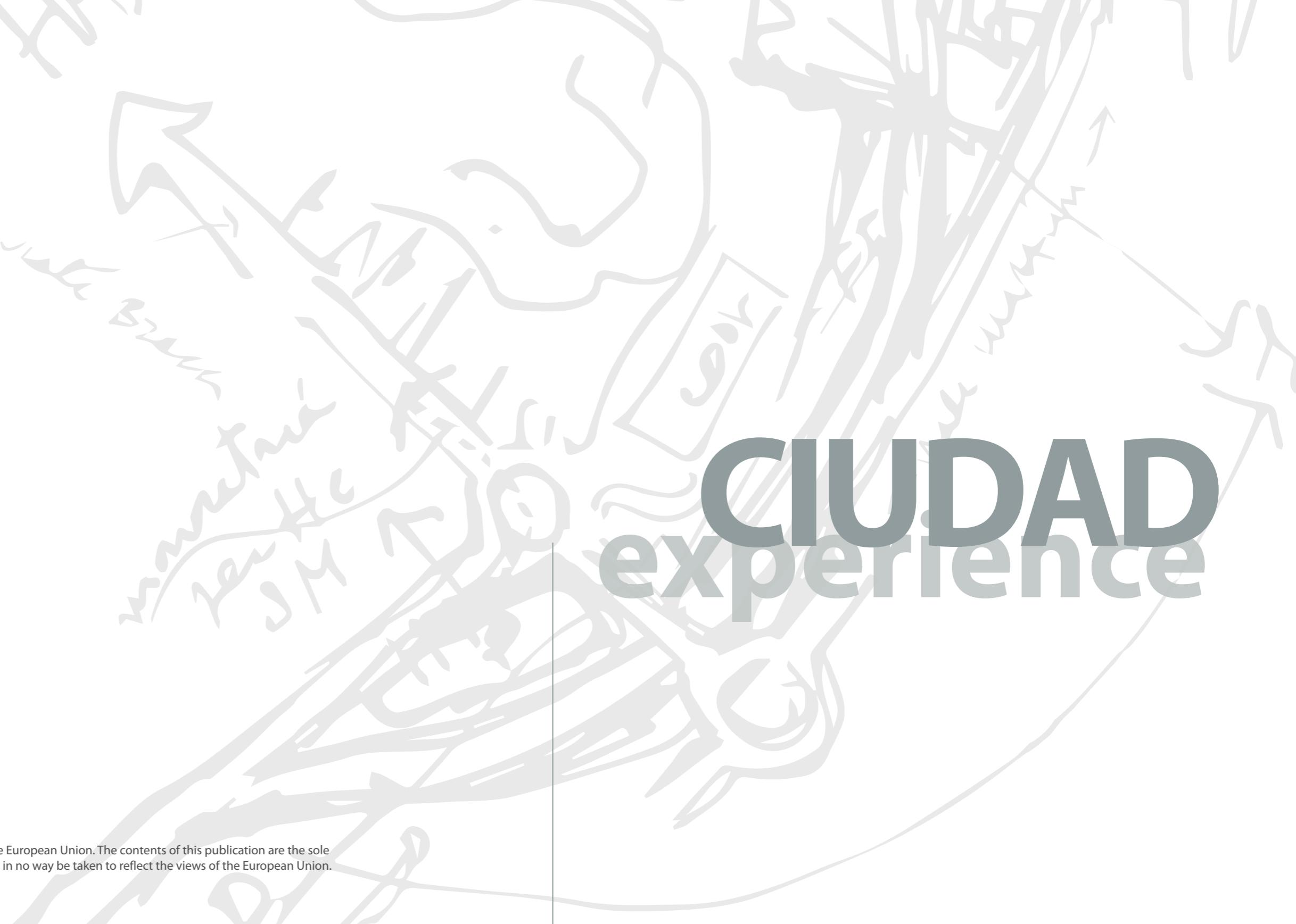




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Foreword



Michael A. Köhler
Director for the Neighbourhood
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Think global, act local: this is a phrase heard often in the context of sustainable development, and one that encompasses a major aim of the European Union's partnership with countries in its Neighbourhood. The EU is, of course, a global player in international development and particularly supportive of European Neighbourhood Policy (ENP) countries in their development and transformation efforts. However, the EU is also acutely aware that local policies and services impact on quality of life just as much as national policies. By actively supporting Local and Regional Authorities we can contribute effectively to improving the daily lives of people in the region.

In 2009, the EU launched the €14 million CIUDAD programme - Cooperation in Urban Development and Dialogue. CIUDAD has been a key tool for supporting local authorities in ENP countries, complementing other EU initiatives such as the Structured Dialogue on the involvement of Civil society and Local authorities in EU development cooperation; and the Covenant of Mayors, which promotes ambitious targets for energy efficiency and the use of renewable energy sources.

Through CIUDAD, the EU has provided grants for projects ranging from solid waste to energy efficiency and from job creation to protection of cultural heritage, conceived in response to local needs and designed to support sustainable local development and to promote principles of good governance in ENP towns and cities. Alongside the grant projects, the CIUDAD Supporting Mechanism has provided advice to the project teams and enabled exchange and lesson learning among all stakeholders.

CIUDAD has been an innovative programme, addressing local development needs in countries both to the East and the South of the European Union, and enabling partners from the two regions to find common approaches to address common problems, drawing from their experiences and those of Local Authority partners in the EU.

This publication allows images to speak for the CIUDAD projects and tell the stories of the impact these projects have made on their local communities. We hope this will make it a publication that readers will want to explore at their leisure and come back to for inspiration for future initiatives aimed at sustainable local development.

Our thanks go to those Local and Regional Authorities in the Neighbourhood and in Europe who have worked tirelessly to make the CIUDAD programme a real partnership for development and an example of thinking globally and acting locally.

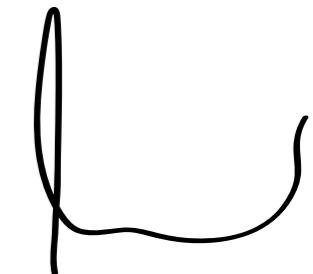


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CIUDAD Programme

Even a cursory glance at the Table of Contents of this publication shows the enormous scope of the CIUDAD programme: from water to wealth creation, from new towns to ancient heritage, the variety is astonishing. How could one programme hope to tackle so many different themes?

Three main considerations are useful. Firstly, the main target groups of the CIUDAD programme were local and regional authorities in the EU Neighbourhood, and their individual projects reflected the particular challenges they face locally. Secondly, the programme aimed to effect change at the local level in project locations through interventions that could be showcased and replicated in other towns and cities in the region. Finally, the CIUDAD programme did not work in isolation.

Rather it complemented and sought synergies with other regional and bilateral programmes funded by the European Union in the European Neighbourhood Policy (ENP) region.

CIUDAD – Cooperation in Urban Development and Dialogue – has been a programme for local authorities in the EU Neighbourhood coming to terms with issues that European towns and cities have also faced, allowing lessons learnt and experience to be shared and adapted to suit local contexts.

Throughout the four years of programme implementation, local actors exchanged experiences, technologies and best practices in the fields of energy efficiency, solid waste management, water and sanitation, social and economic development, urban development policies, and cultural heritage and tourism.

They also developed a number of innovative solutions, and tested these in some pilot projects at various locations in the countries of the Neighbourhood region. Between 2010 and 2013, the programme successfully mobilised 170 actors in 16 countries of the EU Neighbourhood region, in 20 projects.

CONTEXT

The Southern Mediterranean region has one of the most rapidly growing populations in the world, with an average growth rate exceeding 2% per annum over the past three decades. The urban share of total population grew from an estimated 48% in the 1980s to more than 60% today (against an average of 54% for all developing countries), and some forecasts predict that seven out of ten citizens of the ENP South region will be living in cities by 2020. This demographic challenge puts further pressure on cities to deliver infrastructure, services, housing and jobs to meet the growing demands and needs of the urban poor.

By contrast, most countries in the Eastern Neighbourhood registered negative population growth in the period of political transition between 1990 and 2005, but did see substantial rural-urban migration. The urban development of these countries has been characterised by increased polarisation, with massive economic and population growth in metropolitan areas, and poor or delayed development in rural regions outside the larger urban agglomerations.

People need housing, livelihoods and basic services such as energy, water, sanitation and waste disposal, as well as community facilities like schools and hospitals. They also want a safe and liveable environment, with equal chances to participate actively in social, cultural and political life in their communities.

Local and regional authorities are closest to citizens and in many ways responsible for managing local administration and public affairs, providing basic services and promoting local development. In the European Union, they are well-established, self-governed entities, enjoying high levels of legal and fiscal autonomy, and local political representatives (municipal councils, mayors, regional assemblies and presidents etc.) are democratically elected.

Both local and regional governments have their own financial resources, share resources with other levels of government and receive special project funding both from national government and EU-funded programmes such as the European Fund for Regional Development or the European Social Fund.

Conversely, the level of autonomy and scope of action of local and regional authorities in the EU Neighbourhood region is more limited, both in terms of decision-making powers and available resources. For example, in many countries of the region, local and regional authorities are not yet able to receive direct external project funding.

In most countries of the Southern Neighbourhood, only cautious steps towards more decentralised local government have been taken to date, often in the form of creating local or regional offices of central government agencies and giving them responsibility for basic service provision.

In the Eastern neighbourhood, more powers and functions were devolved to local governments in the process of political and economic transformation of the 1990s following the collapse of the Soviet Union. Most countries of the region have signed the "European Charter of Local Self-Government" that calls for full local government autonomy, defining a set of norms for the political, administrative and financial independence of local authorities. However, these principles still need to be fully translated into practice, and accompanied by appropriate access to resources.

In both parts of the EU Neighbourhood region, local government functions and competences for basic urban services often overlap with, and are limited by, responsibilities of national government agencies, in particular for cost-intensive services such as provision of water or wastewater treatment.

Generally, local authorities are responsible for local distribution or collection networks (e.g. local water mains, local sewerage networks and solid waste collection) while larger utilities such as wastewater treatment plants or sanitary landfills for solid waste are regulated and operated by governmental sector agencies or public and/or private utility companies.

Against this backdrop, there is a marked need across both regions for stronger and more proactive urban policies to address the challenges of the on-going process of urbanisation.

CIUDAD Programme

THE CIUDAD APPROACH

The CIUDAD programme recognises the importance of local and regional authorities as key actors in urban development in a dialogue with both civil society and national government stakeholders. It built on the principle that decisions on matters of local development can best be taken close to the people, and that democratic and accountable local authorities are ideally positioned to respond to citizen's needs and aspirations.

The CIUDAD approach is based on the promising concept of partnerships between local and regional authorities in the European Union and partner countries in the ENP region to exchange experience and know-how. CIUDAD provided a framework and laboratory for decentralised cooperation, that is peer-to-peer learning at the local level between local actors in Europe and partner countries.

Aiming to stimulate local and regional authorities to contribute to sustainable, integrated and long-term urban development planning, with a view to improving the living conditions of their citizens, CIUDAD provided grants to demonstration projects covering a wide range of themes. It brought together many different partners from local and regional authorities, civil society organisations and initiatives, academic and scientific institutions, as well as from a number of central government agencies and ministries. A Supporting Mechanism accompanied the grant projects with technical assistance and wider networking support.

With its more territorial focus with local and regional authorities as main actors, the CIUDAD programme was complementary to some other EU regional programmes and projects with a more thematic or sectoral focus, but which are also relevant for local and regional authorities. Examples include the "Covenant of Mayors East" programme in the field of energy efficiency, the "Horizon 2020 Initiative" in the field of urban waste and wastewater treatment, and "EUROEAST Culture" for cultural heritage.

Moreover, the EU also finances and supports numerous country projects in the themes covered by CIUDAD. With more substantial funding, a longer-term time horizon and a wider range of relevant actors involved, these bilateral projects can aim for more tangible improvements of service coverage and quality, as well as broader institutional and policy or sector reform.

With limited budgets of between 600,000 and 800,000 euro, a rather short duration (24 to 36 months) and great thematic diversity in the grant projects, CIUDAD's focus was on innovative solutions and pilot projects to demonstrate and promote the potential of local and regional authorities as driving forces for addressing the important challenges of urban development.

THE CIUDAD EXPERIENCE

The CIUDAD programme has produced solid results highlighting the European Union's commitment to contribute to prosperity, stability and good governance in neighbouring countries. CIUDAD embodies the key features of the ENP cooperation strategy of strengthened dialogue and institutional support.

By creating partnerships among local and regional authorities in the ENP region, CIUDAD has fostered long-term benefits extending beyond the lifetime of the programme. The programme built new partnerships and reinforced existing ones.

CIUDAD has shown that in leading their communities, delivering services and driving local development, local authorities can benefit from the help of colleagues in other countries through decentralised cooperation.

It has further shown that decentralised cooperation requires a set of elements to be successful: local ownership of activities and outcomes, realistic objectives, transparency and openness between partners, political support, and a shared commitment to account for results and spread learning. Also vital is the need to adapt activities to the reality of local authorities and to the legal framework for cooperation in the partner countries.

Exchange of know-how and experiences increased the capacity of participating local and regional authorities in the ENP countries to design, develop and implement sustainable urban strategic plans, urban policies and local development projects. The local authority partners in the ENP countries are now better able to formulate and implement a sustainable urban development strategy.

This publication captures and highlights the CIUDAD Experience. Its aim is to share positive models and inspire other local and regional authorities to adapt these to their own contexts.

CIUDAD projects, partners and themes

-  Energy Efficiency
-  Solid Waste
-  Water and Wastewater
-  Social and Economic Development
-  Urban Development Policies
-  Cultural Heritage and Tourism



Energy Efficiency

CONTEXT

People all over the world are increasingly concerned about greenhouse gas emissions, now accepted by mainstream academics as a primary cause of global warming and climate change. Local authorities have taken up the challenge, and many networks on energy efficiency and climate change mitigation have sprung up to support them in their fight against global warming. The Covenant of Mayors (CoM) is undoubtedly the network with the greatest impact, with over 4,000 local authorities signed up as members. As signatories, they have committed to reducing CO₂ emissions by 20% by the year 2020 through implementing Sustainable Energy Action Plans (SEAPs).

In the Eastern Neighbourhood, the main energy problems faced by local authorities result from obsolete technical infrastructure and building stock, much of which dates back to Soviet times: public transport with old, inefficient and highly polluting buses, outdated central heating systems for entire districts, with no individual metering systems, and residential and public buildings that have no insulation and single-glazed windows. Although modern, energy-efficient technologies are available to resolve these problems, and municipalities and citizens are generally aware of them, funding needs are high and access to financing is difficult, especially for smaller cities.

With increasing energy prices, energy efficiency issues are also a growing concern for countries in the Southern Neighbourhood, although energy consumption per capita is still much lower than in the EU and its Eastern neighbours. Rising bills for electricity, utilities, transport and other municipal services increasingly affect both local authorities and citizens, and the effects of climate change are more and more noticeable.

Growing numbers of local authorities in the Neighbourhood region are therefore realising the need for action. To date more than sixty cities in the Eastern Neighbourhood have already signed the Covenant of Mayors, and in the Southern Neighbourhood the initiative is also gaining momentum.

CIUDAD PROJECTS

Four CIUDAD projects tackled the challenge of energy efficiency. They involved eleven local authorities and four national energy efficiency associations from Armenia, Belarus, Georgia, Moldova, Russian Federation and Ukraine in the East, and one local authority, Salé, Morocco, in the South. The projects also involved European municipalities from Croatia, Germany, Italy, Serbia and Spain, together with the three main international energy efficiency networks. Project activities focussed on setting up and strengthening municipal energy management structures, carrying out energy audits, developing energy strategies and Sustainable Energy Action Plans, and designing and implementing local pilot projects to showcase energy efficiency.

The energy efficiency projects involved a large number of partners from the ENP East, where the need to reduce consumption and increase production of local renewable energy corresponds to their desire to cut spending and reduce dependence on other countries for energy supplies. Only one local authority represented the ENP South region, where energy efficiency is an issue that is just beginning to emerge.

NETWORKING

Complementing local project actions, the CIUDAD Supporting Mechanism promoted networking on energy efficiency by holding workshops and conferences where actors from local authorities, national government agencies, academia, NGOs and the private sector could exchange know-how, best practices and expertise. Most events were organised jointly with the Covenant of Mayors (CoM) East Office, so as to link CIUDAD cities closely with the CoM in a relationship that will continue in future years.

As a result of CIUDAD networking and project activities, thirteen cities signed up to the Covenant of Mayors, and eight of them developed a Sustainable Energy Action Plan during their CIUDAD project. Moreover, a number of local authorities from the Southern Neighbourhood participating in grant projects on other themes have also expressed an interest in signing the Covenant in future.

KEY SUCCESS FACTORS

The CIUDAD experience shows that proper strategic planning (in the form of a municipal Energy Strategy or a Sustainable Energy Action Plan) is a necessary precondition for successfully introducing energy efficiency measures. Based on such strategies, more detailed project proposals can be prepared and documented technically and financially so they are 'bankable', that is attractive to potential financing institutions and private investors.

Key success factors for CIUDAD projects were: the inclusion of all parties typically targeted in energy strategies as responsible for significant energy savings - municipal departments, agencies and the private sector; a coordination structure to develop the energy strategy or action plan; strong support from senior municipal management; thorough data collection on existing levels of energy use; and careful identification of energy-saving investment projects. Also crucial was the role of the general public in reducing household consumption. Residents were mobilised by the CIUDAD projects through information campaigns, municipal energy days and school-based activities. In some cases changes were made to the school curriculum to include energy efficiency.

SURE

The European Union is a pioneer in advocating sensible energy use to mitigate climate change, including setting ambitious CO₂ reduction targets for the year 2020 through its Covenant of Mayors (CoM) initiative. Importantly, change is promoted 'bottom up', spurring towns and cities to become more energy efficient and, at the same time, reduce their energy bills. Cities in the EU Neighbourhood have great potential for saving energy and producing renewables, but they are not always aware of this potential, nor do they know how to realise it. Joining the Covenant of Mayors opens up a world of possibilities for these cities, and the SURE project helped two ENP cities - Polotsk in Belarus and Salé in Morocco - to achieve this. For the Southern region in particular, SURE represented a watershed: Salé was the first Covenant signatory in the entire region.

Friedrichshafen, in Germany, and Murcia, in Spain, are both cities with remarkable energy efficiency credentials. The City of Friedrichshafen has been integrating energy efficiency and climate change mitigation into its policies for over 20 years and was awarded the prestigious European Energy Award already in 2008. The City of Murcia is also a front-runner in the field of energy: together with ALEM, the local energy agency and ARGEM, the regional agency promoting energy efficiency, it has forged national and international partnerships, helping many other towns and cities in Spain calculate their current emissions and develop Sustainable Energy Action Plans (SEAP) to reduce them.

The SURE team also reached out to other potential CoM signatories, with a practical guide in which all project partners shared their experience: *Tips for ENPI Cities on How to Develop a Sustainable Energy Action Plan*. Another booklet, *Our common fight against climate change: What can Europe offer to the neighbouring countries and cities for developing sustainable urban energy strategies?* focussed specifically on 'exporting' energy efficiency beyond EU borders, with recommendations for policymakers as well as practical information for cities in the ENP countries.

Project	Partners	Location	EU Funding
SURE Sustainable Urban Energy in the ENPI region – towards the Covenant of Mayors	City of Friedrichshafen (Germany, Lead Partner) <ul style="list-style-type: none">• City of Murcia (Spain)• City of Salé (Morocco)• City of Polotsk (Belarus)• Inter-Mediterranean Commission of the Conference on Peripheral Maritime Regions (France)	Belarus Morocco	€ 616,725

POLOTSK: ENERGY SAVING BEGINS AT HOME

Energy was cheap and plentiful during the Soviet era, and residents of Polotsk and other cities in the former Soviet Union are only beginning to think about using energy wisely. A lot of work is needed to change perceptions and behaviour if energy targets are to be met and household and city energy bills are to be reduced. As part of the European Sustainable Energy Week, the SURE project organised energy days in Polotsk in June 2012, with a wide range of activities: competitions for schools and families, energy lessons in school summer camps, open days at city plants, an exhibition of green energy and eco-construction technologies, and a bike tour on the theme "Let's make our Polotsk a green city!" Major Polotsk department stores joined the effort with free energy-efficient light bulbs and promotions on 'Class A' household appliances, the most energy efficient on the market.

POLOTSK: BRIGHT IDEAS WITH LED

Polotsk residents and tourists strolling through the city centre can also appreciate another practical result of SURE: the 75 new LED street lights installed in May 2012 along Frantsysk Skaryna Avenue, one of the city's main thoroughfares. Running costs for LED lighting are 90% lower than traditional light bulbs, meaning lower municipal bills as well as a cleaner environment.

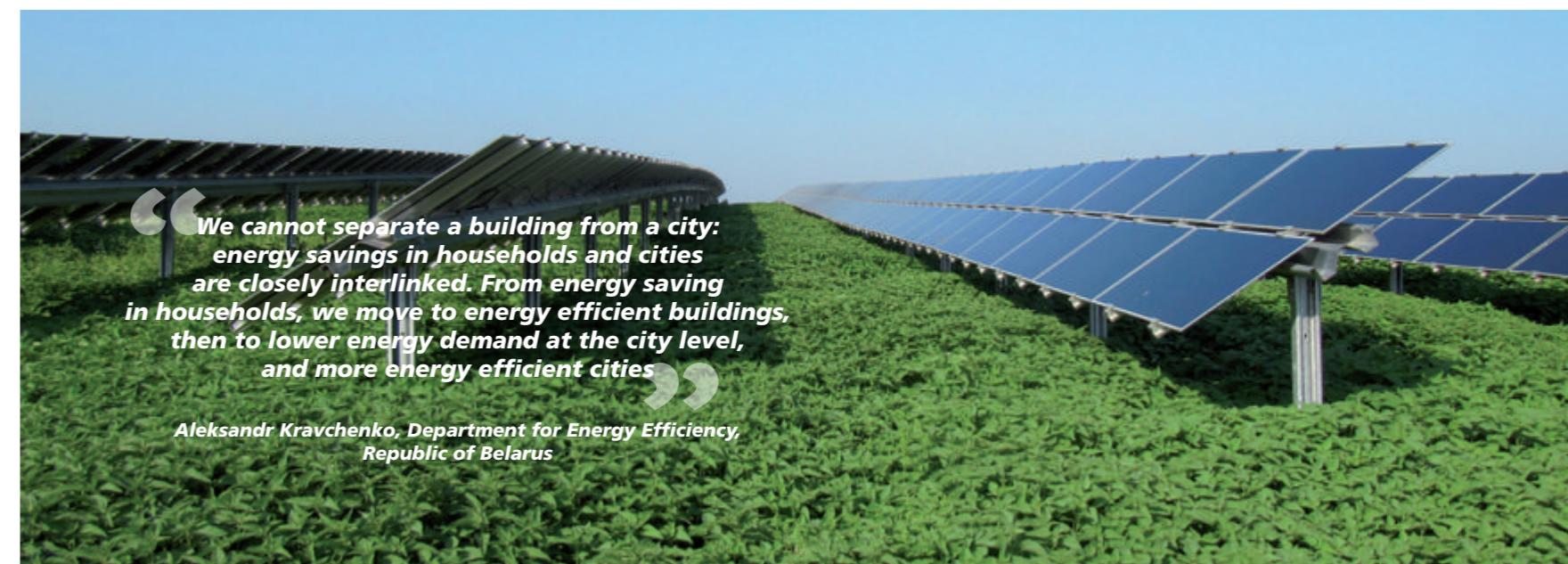
SALÉ: FIRST CITY IN THE SOUTH TO JOIN THE COVENANT OF MAYORS

In September 2011 Salé became the first city in the EU Neighbourhood South region to sign up to the Covenant of Mayors (CoM). As part of its commitment, Salé will set up Energy Committees both within the city administration and externally, involving the most important stakeholders of the city. The Committees will oversee implementation of the city's Sustainable Energy Action Plan, devised with the help of SURE partners, the City of Friedrichshafen (Germany) and the City of Murcia (Spain).

The SEAP includes 34 different actions to rationalise energy use and increase renewables, especially by harnessing solar energy. The actions cover all areas of city administration, from municipal buildings to public transport to land-use planning. Many have been incorporated into city plans, and some, such as LED street lighting, are already being put in place. A further 15 actions seek to provide advice, training, education and information to local businesses, civil society organisations and the members of the public.

SALÉ: USING GREEN TECHNOLOGY FOR BEHAVIOUR CHANGE

One initiative that combines both public awareness and energy efficient technologies is the new solar-powered public information board installed at the city's indoor sports centre in September 2012, to provide information, hints and tips on saving energy. Together with regular energy days, the public information board could make Salé residents among the most energy-savvy in the entire ENP South region.





IEECS

Energy supplies were cheap and secure in the Soviet Union, and energy inefficiency remained widespread even after countries in the region achieved independence and prices increased on world markets in the wake of the Gulf wars. Moldova and the Ukraine are typical in this respect, and also for an institutional culture that is pitched against energy efficiency. For local authorities in Moldova, for example, lower energy costs would lead to budget cuts, so policies actively discourage energy efficiency. Another hurdle is the lack of awareness, in both households and institutions, about technologies and best practices that help cut energy bills.

The IEECS project aimed to develop municipal energy efficiency strategies in Chisinau and Sevastopol, addressing regulatory issues, developing a system for monitoring energy use, and carrying out feasibility studies to prepare the ground for the needed infrastructure investments. The strategies focussed on street lighting, transport and insulation of public buildings.

The main target groups were public servants and experts from both municipalities and local NGOs, who received training and were able to participate in study visits to Turkey and Germany. Activities targeted the local population too, with an energy saving competition organised for schools in Chisinau, and an exhibition on energy efficient and renewable energy technologies in September 2011.

Furthermore, IEECS staff developed a Sustainable Energy Action Plan for Chisinau municipality, in collaboration with the Energy Efficiency Agency in Moldova and external experts, paving the way for Chisinau municipality to join the Covenant of Mayors in November 2011.

Project	Partners	Location	EU Funding
IEECS Increasing Energy Efficiency of Chisinau and Sevastopol municipalities based on existing positive experience	Chisinau City Hall (Moldova) (Lead Partner) • The Sevastopol Regional Environmental Monitoring Committee (Ukraine) • Institute for Development and Social Initiatives (Moldova) • Union of Municipalities of the Marmara Region (Turkey) • ICLEI European Secretariat GmbH (Germany)	Moldova Ukraine	€ 538,372

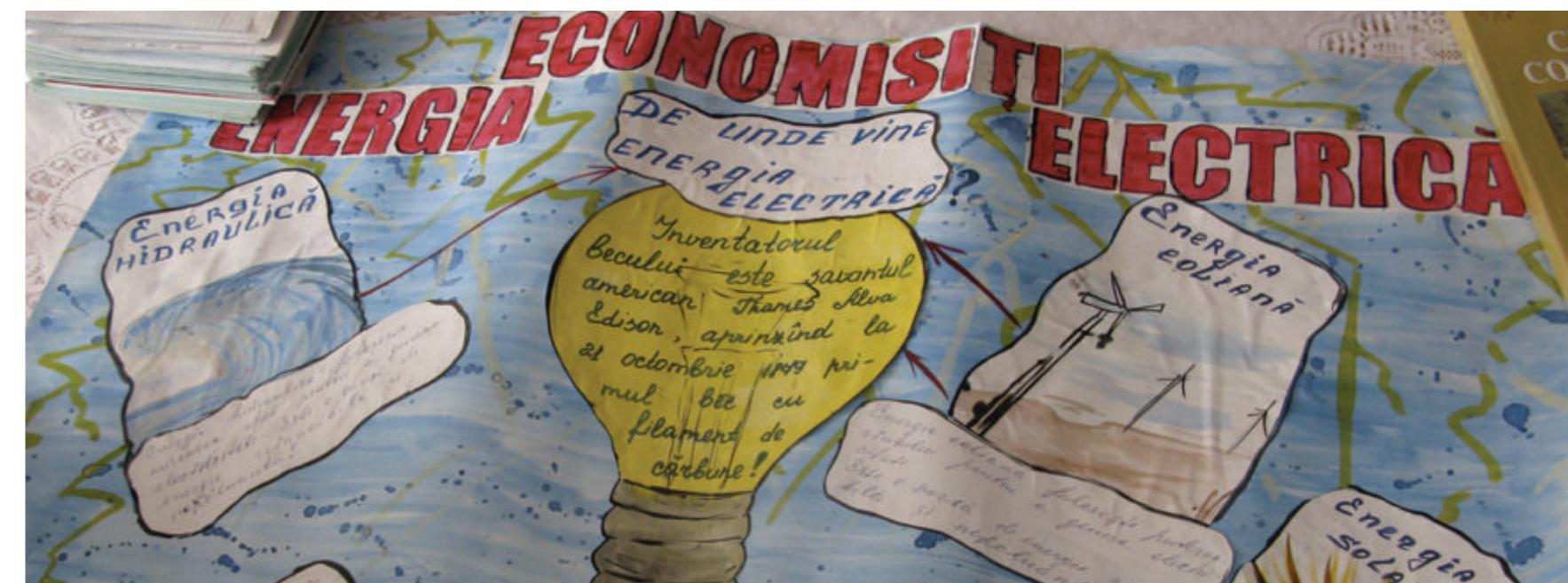
ENERGY EFFICIENCY IN SCHOOLS

In an effort to raise awareness about energy efficiency both for local people (schoolchildren and their parents) and public bodies (school boards and administrators) Chisinau municipality launched a competition open to all schools in the area. The top schools would be chosen in the following categories: most progress in reducing energy consumption; best solution for indoor and outdoor lighting and thermal insulation; and best individual work on energy conservation and energy efficiency. Parents and children were encouraged to participate in the competition.

Thirty-five institutions submitted applications between November 2010 and January 2011, and the three winners were invited to City Hall to be awarded with refurbishment works to further improve energy efficiency. The winning school had all its old windows – around 600 of them – replaced with sparkling new double-glazed windows. These will help keep the children warmer in the winter and cooler in summer, improving comfort as well as lowering energy bills for the school.

CHISINAU JOINS THE COVENANT OF MAYORS

This activity, not part of the original project proposal, was a direct result of developing the energy strategy for the city. City Hall recognised the importance of the Covenant of Mayors initiative, decided to join it and to develop a Sustainable Energy Action Plan (SEAP). A SEAP is a much more rigorous version of an energy strategy, including a roadmap for reducing an individual city's CO₂ emissions by 20% before 2020. Chisinau's SEAP was developed by a team of local and international experts in collaboration with the relevant departments of the municipality, and covered buildings, transport, street lighting, heating, electricity generation and the production of renewable energy.





SPINE

Developing historic cities while respecting and protecting architectural heritage is a key imperative, but one that is confounded by attempts to reduce energy consumption and CO₂ emissions. Buildings account for 40% of the energy demand in the EU, and even more in countries of the EU Neighbourhood East, so the building sector is one of the key players in attempts to improve energy efficiency. Historic buildings pose a particular challenge given the constraints on renovation work that can be carried out. Heritage preservation is a complex issue involving different levels of governance (legislative, economical, socio-cultural and political) and a wide range of technological competences.

The objective of the SPINE project was to encourage municipalities to adopt more energy-conscious development policies and in particular to consider energy efficiency technologies and renewable energy sources when restoring historic city centres and refurbishing individual buildings. The target cities were Cherkasy in Ukraine and Vladimir in the Russian Federation.

Together with local partners, SPINE developed the *Protocol for restoration and renovation of historical city centres and cultural heritage buildings according to sustainability and energy efficiency policies*. This document was signed by city and regional authorities in Cherkasy and Vladimir, and endorsed by project partners, Ukrainian and Russian professional associations, universities and non-governmental organizations. Another project publication targeted specialists, architects and builders: *Guide on rational use of energy in historic buildings, and software and methodologies for assessing energy/thermal performance*.

Both Cherkasy and Vladimir have now made considerable resources available in their local budgets to renovate historic buildings in an energy efficient way, and Cherkasy has decided to join the Covenant of Mayors, the EU initiative setting targets for cutting energy consumption and increasing use of renewables.

SHARING OPPORTUNITIES

Rather than commissioning renovation works directly, SPINE adopted the innovative approach of re-granting. Grants were provided to local operators to renovate one pilot building in each city. Project experts were involved in drawing up the renovation plans, choosing appropriate technological solutions, and specifying materials to be used. In both buildings engineering work was required to modify heating and ventilation systems, sewage connections and lighting, all the while ensuring respect for their architectural integrity.

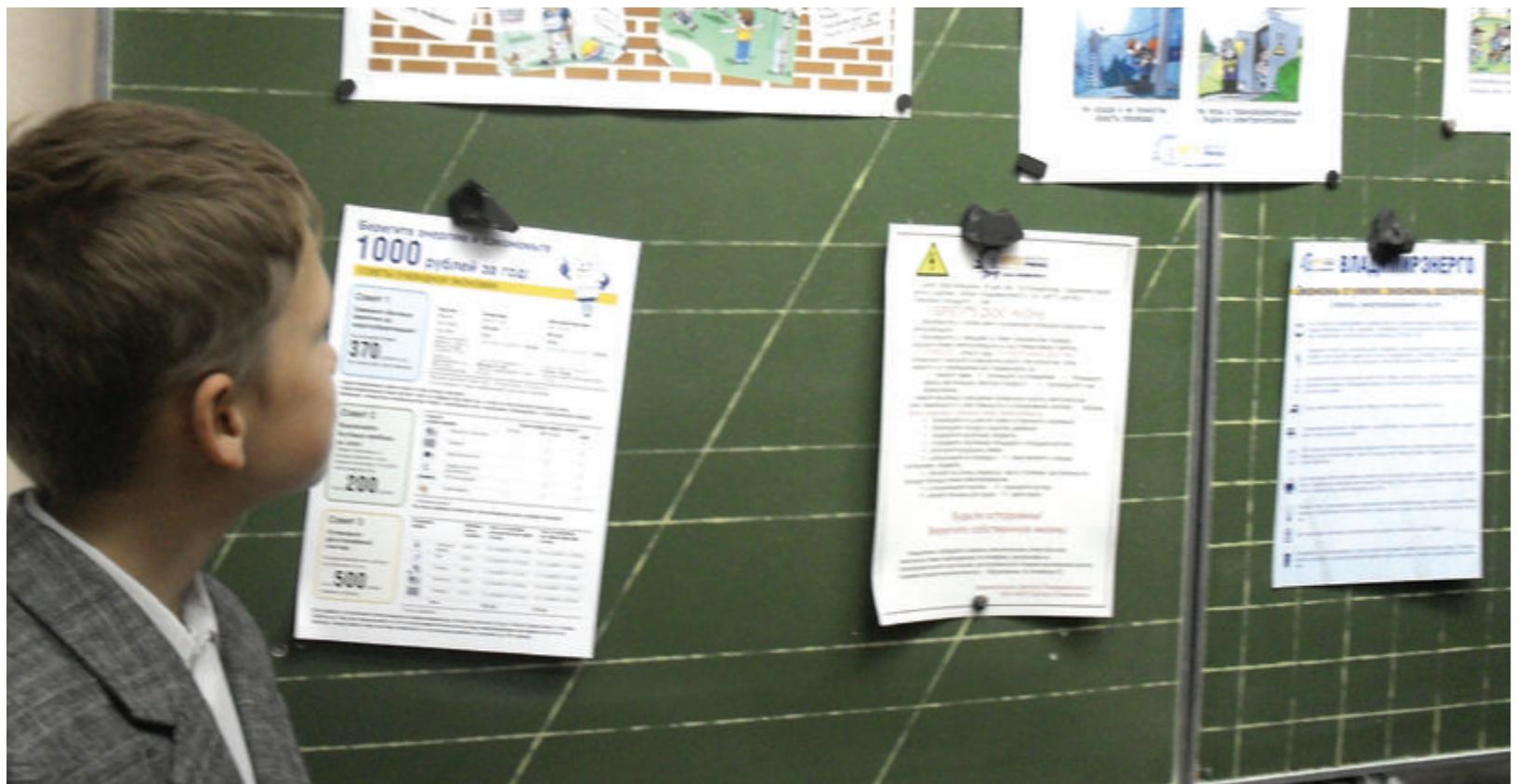
ENERGY IN EDUCATION

Energy efficiency may seem incomprehensible to many older residents of Cherkasy, Vladimir and other cities of the former Soviet Union, used to cheap and plentiful supplies of energy. The younger generations, however, are better candidates as agents of change. SPINE developed an energy programme for local schools in both cities, with six lessons on energy efficiency at school and in the home, heating and lighting, renewables, historic buildings and energy audits. Project experts also helped individual schools perform energy audits to see how to reduce their consumption, save public money as well as protecting the environment.

School authorities in Cherkasy City Council have decided to continue with the programme in future years and incorporate energy into the curricular activities that schools are allowed to choose. SPINE publications have been added to course materials for students at Vladimir State University studying urban planning, energy and power engineering, architecture, civil engineering, heat and gas supply and ventilation.

Project	Partners	Location	EU Funding
SPINE SPIN-Energy efficiency and urban development planning	Savski Venac Municipality (Serbia, Lead Partner) <ul style="list-style-type: none">• Vladimir State University (Russian Federation)• Cherkasy Chamber of Commerce and Industry (Ukraine)• Unioncamere Eurosportello Veneto (Italy)• Cappella Maggiore Municipality (Italy)• Ege University Science and Technology Centre Izmir (Turkey)• City of Labin (Croatia)• Kulturni Front (Serbia)	Russian Federation Ukraine	€ 602.065





MODEL

As its name suggests, the MODEL project aimed to encourage a group of towns and cities to become models in energy efficiency, setting the example for others in their countries and the ENP East region. Support for local authorities pursuing energy efficiency comes mostly from the Covenant of Mayors (CoM).

MODEL's main goal was to help the local authorities of Lviv, Kamyanets-Podilskiy, Lutsk, Drochia and Tbilisi to meet the commitments they had made in signing up to the Covenant of Mayors. Another municipality, Spitak in Armenia, was not yet a CoM signatory and the project hoped to develop its energy planning capacity and so move it closer to the initiative.

Project activities centred on enhancing the energy management capacities of local authority figures – decision-makers, energy managers, energy management units and staff – and on raising awareness in the local communities, interacting also with civil society organisations and the media.

Municipal structures dealing with energy efficiency were set up and/or strengthened in all project cities, and their staff, particularly energy managers, received specific training. Study visits were organised to the Czech Republic and Sweden to benefit from best practices developed there. Both activities helped achieve the overall goal: to develop and formally adopt Sustainable Energy Action Plans (SEAP) in each of the local authorities that adhered to the Covenant of Mayors. Lviv, Kamyanets-Podilskiy and Lutsk (Ukraine) and Tbilisi (Georgia) have already begun implementing projects identified in their SEAP.

As well as capacity building and developing strategies and tools, MODEL implemented pilot actions in schools in Lviv and Kamyanets-Podilskiy. Refurbishments included interventions to replace old windows, install new heating units with automatic temperature regulation based on outside temperatures, and fit new energy efficient ventilation systems. The local authority of Kamyanets-Podilskiy estimates that energy efficiency measures adopted in this school will cut its heating bills by 15% and stop 87.2 tons of CO₂ being released into the atmosphere.

A WORD FROM THE MAYORS

"Lviv is literally at the European Union's door. But more than geographical proximity, we are seeking to comply with European standards, particularly in the field of energy. This is about the city's survival. Lviv has the ambition to become a role model for efficient energy use and green growth."

Mr Andriy Sadovyy, Mayor of Lviv, Ukraine

"Energy efficiency, in practice, depends on three main components: energy management systems (permanent monitoring and energy audits), energy efficiency (rational use of energy) and energy saving (implementation of energy saving technologies). That is why our city government has initiated and now implements a campaign to create an energy management system, achieve efficient use of energy resources and reduce energy consumption by implementing energy efficient measures".

Mr Mykhailo Simashkevych, Mayor of Kamyanets-Podilskiy, Ukraine

"Our local authority policy aims to increase public awareness on saving energy, using it rationally and reducing consumption. City government is making a lot of effort to reduce polluting emissions and make our city environmentally friendly and more attractive to live in. Energy saving is the main sphere that needs investment, grants and loans. Participation in the MODEL project was a good opportunity to improve energy management in Lutsk and helped to develop contacts between the various cities and countries."

Mr Taras Iakovlev, Deputy Mayor of Lutsk, Ukraine

"The MODEL project is a significant tool for the city of Tbilisi to boost its capacity in managing energy through a better local energy policy, and to access valuable information and communication tools, thus contributing to raising the city's position in the field of energy management."

Mr Zviad Archuadze, Head of Economic Policy Agency of Tbilisi City Hall, Georgia

"As the Mayor of Spitak, I emphasize the importance of community participation in the MODEL project. The project provides the opportunity to access global experience in the field and implementing it contributes to improving environmental problem solving and effective and efficient usage of community resources."

Mr Gagik Sahayan, Mayor of Spitak, Armenia

"Everybody in Drochia needs a pure environment, better comfort and healthier conditions for life, study, business and recreation. As Mayor of Drochia, I have a goal to make a new eco-friendly city for residents by providing energy efficiency as a tool for making their lives more comfortable, reducing environmental pollution and making our city green. I hope that our long term vision, the SEAP, common efforts in implementing energy projects and international cooperation on various EU programmes, will help us achieve these goals".

Mr Igor Grozavu, Mayor of Drochia, Moldova



Project	Partners	Location	EU Funding
MODEL Management of Domains related to Energy in Local Authorities	Lviv Municipality (Ukraine, Lead Partner) <ul style="list-style-type: none">• City of Tbilisi (Georgia)• Drochia Municipality (Moldova)• Kamyanets-Podilskiy Municipality (Ukraine)• Lutsk Municipality (Ukraine)• Spitak Municipality (Armenia)• Alliance for Energy Efficiency and Renewables (Moldova)• Association "Energy Efficient Cities of Ukraine"• Energy Efficiency Centre (Georgia)• Energy Saving Foundation (Armenia)• Energy Cities – the European association of local authorities in energy transition (France)	Armenia Georgia Moldova Ukraine	€ 509,672

Solid Waste

CONTEXT

Collecting, treating and disposing of solid waste is a major challenge throughout the EU Neighbourhood region. Growing urban populations and diversifying economies result in increasing amounts of solid waste from private households, commerce and industry. Poor treatment and disposal of waste, particularly hazardous waste from factories and hospitals, contaminate water, soil and air, posing immediate risks for human health, but also the indirect longer-term risk of harmful substances accumulating in the food chain.

Tourism, a major earner in regions of great natural beauty and cultural heritage, poses a paradox: tourism generates a lot of waste, often in remote areas without developed public services; this waste can degrade the environment so much that it is no longer attractive to visitors.

Solid waste and environmental issues are rarely at the top of national agendas. Institutions charged with setting policies and strategies tend to lack consistent direction and to be fragmented and poorly funded. At the local level, waste management services are often poorly designed and managed. In many cases, organised waste collection covers only some parts of town: city centres, central business districts and wealthier residential neighbourhoods. In some countries, most waste is still burned in vacant plots or left on informal dumpsites or in the countryside, in rivers and ravines or on hillsides.

Modern sanitary landfills and other waste treatment facilities need waste that is collected by multiple municipalities to be efficient, meaning various local, regional and national authorities must work together to design, finance, build, manage and maintain the facilities, which is rarely easy.

Formal sorting and recycling of waste is a rather new concept, hampered by a lack of recycling facilities and low levels of awareness among decision-makers and the public. Even where sorting and recycling have been introduced, recyclable materials may lay unused and unprocessed at waste processing plants, because functioning local markets for reusable materials are only slowly emerging. Conversely, in many cities, large numbers of informal waste pickers make a living

collecting, sorting, recycling and selling materials that wealthier people have thrown away. But the service they provide for the community often goes unrecognised, with low social status and difficult living and working conditions.

Although waste treatment and disposal make a relatively minor contribution to greenhouse gas emissions (estimated at 3-5% of total man-made emissions in 2005), waste prevention and recovery (i.e. as secondary materials or energy) and a holistic approach to waste management can reduce emissions significantly from the energy, forestry, agriculture, mining, transport and manufacturing sectors.

CIUDAD PROJECTS

Eleven local authorities in the ENP South region from Morocco, Algeria, Tunisia, Lebanon and Israel embarked on partnerships with seven local and regional authorities in the EU from Belgium, Spain, France and Italy in three CIUDAD projects to improve solid waste management practices.

The projects covered a wide range of issues including sorting and recycling, developing functional markets for recyclables, composting organic waste, integrating informal waste workers into the formal sector, waste and tourism, and networking between local authorities on waste management.

NETWORKING

Complementing local project actions, the CIUDAD Supporting Mechanism sought to promote the concept of integrated solid waste management, by holding workshops and conferences where actors from local authorities, national government agencies, academia and the private sector could exchange know-how and experience. Often events were organised jointly with existing networks, such as the SWEEP-NET network for the Mediterranean, or with other EU-funded programmes, notably Horizon 2020.

One of the CIUDAD projects, GODEM, had the specific objective of creating a new regional network on solid waste involving local and national institutions. Officially launched in November 2012, ACR+MED counts among its members almost all Southern partners in CIUDAD solid waste projects and will continue activities far beyond the end of the CIUDAD programme.

KEY SUCCESS FACTORS

The CIUDAD experience on solid waste shows that technical solutions alone are not enough; no standard 'package' can easily be applied. Key success factors for planning and implementing solid waste management initiatives include a profound understanding of local contexts, financial and economic parameters, and institutional, political and legal frameworks.

Also vital is the involvement of all relevant public and private sector stakeholders, and of the general public, whose support must be garnered through well-targeted awareness raising campaigns. Efforts to build consensus and ownership pay off with a smooth implementation and, importantly, long-term sustainability for project interventions.

GREEN CITIES

The Green Cities project aimed to improve solid waste management practices in local authorities in the Galilee, Israel, and the West Bank, Palestine. The project worked with three main targets: local government, schools and local communities, especially women. Different activities were aimed at each group, with capacity building and strategic planning for local authorities, support for schools in the Galilee to achieve the prestigious 'Green School' accreditation, and awareness raising for local people on composting, recycling and generally managing waste more sustainably.

One important result of the project is a new spirit of cooperation between local authorities, schools and communities, and a new sense of empowerment. For example, the women and children of three towns in the Galilee were inspired to transform unused and rubbish-strewn land into playgrounds and community parks, actively improving the local environment for everyone.

GREEN CITIES FOR GREEN SCHOOLS

Green Schools is an initiative of the Israeli Ministry of Education. Schools are assessed regularly for their environmental achievements and can earn a grant of around 3,000 Euro to invest in further improvements. However, few schools in Arab municipalities in Israel were accredited, so Green Cities set out to help them with lessons and training sessions for teachers and students, and with practical exercises - sorting and recycling plastic and paper, composting organic waste, and planting and caring for greenery in the school yards.

Although the scheme does not cover the West Bank, children and teachers in 62 schools there also received environmental education and training. And thanks to Green Cities, three environmentally friendly schools received a different kind of approval: from national media, who gave them wide coverage in newspapers, online and on TV. Financial rewards come from other sources too: Green Cities approached private sector companies and some are already buying paper and plastic waste from the schools, in both Palestine and the Galilee.

In all, 5,700 students in 118 schools attended lessons and workshops on environmental themes. 150 teachers from 62 schools received training in waste reduction and recycling and advice on how to 'green' the teaching curriculum. A total of 15 schools in the Galilee were accredited as Green Schools after support from the project. All of them are committed to becoming even greener and to maintaining their accreditation in future years.

MANAGING MUNICIPAL WASTE

Local authorities everywhere are on the front line for waste. Talking with them, Green Cities identified the problem areas: environmental planning and managing solid waste, particularly agricultural, construction and hazardous or toxic waste. Extensive training was provided for technical staff in Israel and Palestine, and action plans were drawn up and formally adopted by each of the local authorities in the Galilee.

'Joint Service Councils for Solid Waste Management' are a key part of the Palestinian Authority's solid waste management strategy. These are formal associations of local authorities that set up and manage regional sanitary landfill sites together, so improving efficiency and lessening environmental impact. Green Cities produced a series of studies on the political, legal and technical framework conditions for more effective participation of smaller village councils in this process.

GREEN CITIES, GREENER PEOPLE

Local communities are most often the victims of poor solid waste management practices, but they can also be part of the solution. Green Cities' experience shows that behaviour change does not happen overnight, but empowered communities can make a big difference nonetheless.

An estimated 45% of waste in the local authorities covered by the project is organic and can easily be turned into an asset – compost – rather than sent to landfills. Local women's groups organised 'house cycles', inviting over 1,500 women to learn how to take organic household waste and make rich compost for private homes and gardens. Only a small number of women have actually begun composting at home, but the seeds have been sown.

There was more enthusiasm for another initiative championed by Green Cities: with the consent of local authorities, women, youth and children reclaimed unused land in three municipalities in the Galilee, cleaned the rubbish from it, and built neighbourhood playgrounds and parks for everyone in the local community to use. This is a fine example of the new spirit of collaboration between local authorities and communities, and of how people themselves can radically improve their local environment and their quality of life.

Project	Partners	Location	EU Funding
GREEN CITIES Strengthening the Capacities of Local Authorities for Ecological Modernisation	Shefa' Amr Municipality (Israel, Lead Partner) • Galilee Society (Israel) • Palestinian Environmental Network – PENGON (Palestine) • Institute of Ecological Modernisation (Bulgaria)	Israel Palestine	€ 644,055



*“With a touch of paint,
used tyres make
great plant pots”*

GODEM

The aim of the project was twofold: to introduce a wider and more integrated perspective of sustainable waste and resource management in municipalities in Tunisia, Morocco and Lebanon; and to create a permanent network for local and regional authorities for integrated waste and resource management in the whole of the Mediterranean basin.

GODEM worked with five municipalities - Rabat (Morocco), Al Fayhaa (Lebanon), Sousse, Mahdia and Djerba (Tunisia) - on pilot projects that have already improved quality of life for local people and are destined also to have a positive long-term impact. All five municipalities have secured follow-up funding to take forward initiatives developed during the GODEM project. The new spirit of cooperation between local authorities and communities could help consolidate a situation of better governance in these towns and cities.

Another big project achievement was the creation of a new network, ACR+MED, which the GODEM municipalities helped to found and where they can share their knowledge and experiences with many other cities in the Mediterranean. ACR+MED provides local and regional authority members with a lively and enduring platform to exchange best practices in the field of integrated sustainable waste and resource management.

RABAT: INCOME, HEALTH AND SOCIAL SECURITY

City authorities in Rabat, Morocco, joined forces with their colleagues in the Region of Rabat to develop a plan to integrate informal waste collectors and recyclers into the formal sector, assisted by the Regions of Brussels (Belgium) and Piemonte (Italy). The first step, in 2010, was to interview 150 informal waste collectors in two suburbs of Rabat to understand how they work, what they need and if they would consider joining a 'formal' cooperative. This arrangement would bring them a cleaner working environment, no intermediaries and so higher earnings, and access to healthcare and social security, in many cases for the first time in their lives.

The next step, in 2011, was to draw up a detailed study on how to organise the informal recycling sector, including a business plan and methods for securing the follow-up funding needed. In June 2012, preparatory meetings for creating the cooperative were held with about half of the informal recyclers and in February 2013 the Region received green light from national authorities to formally establish the cooperative. Further funding requests have been addressed to the Environment Commission, the Interior Ministry and international donors. A better future lies ahead for many informal waste collectors.

SOUSSE: FROM DUMPING TO RECYCLING

Like many other cities around the Mediterranean, Sousse is plagued by illegal dumping of waste on virtually any piece of land that is empty. Most of the waste comes from construction sites and gardens. In Tunisia, municipalities are responsible for waste collection whereas landfills are managed by national authorities.

The Municipality of Sousse is the first in Tunisia to develop a Reuse and Recycling Centre for building and garden waste, using its own funds, where people will be able to dispose of their waste legally. Plans for the centre began in 2009, when the municipality set aside funds for a recycling centre open to the public, along the lines of the 'container parcs' found in Belgium. The GODEM project and project partners from Lille Metropole and the Municipality of Roubaix supported the preparatory studies, plans and works. This work continued despite huge changes in the municipality following the 2011 'revolution', construction is underway and the centre will be operational by end of 2013.

AL FAYHAA: COMPLAINTS AND COMPOST

Two GODEM initiatives were carried out with the urban community of Al Fayhaa in northern Lebanon: a complaints centre was set up for residents to report waste-related problems, and plans were developed for a large composting plant. The objective of both was to improve the quality of waste management in the area, and so give citizens a cleaner environment and a higher quality of life.

Local residents and businesses can contact the complaints centre by phone or online to signal any problem they have with waste collection or the cleanliness of their towns and cities. After reporting a problem, they can track how it has been handled right up to resolution.

Colleagues from the Barcelona Metropolitan Area supported Al Fayhaa in setting up the complaints centre, and also in developing a business plan for a composting plant to relieve pressure on local landfill sites. The move was welcomed by the Lebanese government, which has included the composting plant in its waste management action plans. Very soon organic waste will be an asset - compost for gardens and public spaces - rather than a problem.

DJERBA AND MAHDIA: GREENER HOTELS – CERTIFIED

Tourism is vital to the economies of Mahdia and Djerba (Tunisia) but hotels do produce a lot of waste, particularly organic waste. Through the GODEM project, and with the help of European colleagues from the Regions of Brussels and Marche (Italy), the Municipalities of Mahdia and Djerba were able to involve many large hotels in a waste separation campaign, and to help hotel managers see the potential for eco-labelling in hotels. They also developed an action plan for managing hotel waste and produced information materials on reducing waste for tourists and the general public.

In Djerba, another donor-funded project was building a pilot composting plant, and the Municipality seized the opportunity: organic waste from Djerba hotels could feed it! The composting plant also gave hotel managers hands-on experience in composting, and hosted a number of open days to sensitize public opinion on the benefits of composting in the home.

Project	Partners	Location	EU Funding
GODEM Optimised Management of Waste in the Mediterranean	Capital region of Brussels (Belgium, Lead Partner) <ul style="list-style-type: none">• Al Fayhaa Urban Community – Tripoli (Lebanon)• Region and City of Rabat (Morocco)• Municipalities of Djerba Houmt Souk, Mahdia and Sousse (Tunisia)• ACR+ (Belgium)• Barcelona Metropolitan Areas and Medcities (Spain)• Regions of Marche and Piemonte (Italy)• Lille Metropolitan Community and the city of Roubaix (France)	Lebanon Morocco Tunisia	€ 492,000



GEDUM

The primary aims of the GEDUM project were to increase the efficiency of municipal solid waste services through separation at source, and improve the conditions of low-income informal waste collectors. A participatory approach was used, bringing together decision makers, local residents, the private sector and members of the civil society.

The project began by conducting an overarching study on the waste management systems from both a technical and a governance perspective in the three project locations, Beni Mellal (Morocco), Sfax (Tunisia) and Sétif (Algeria). This comparative study identified shared challenges and prompted the three municipalities to begin working together on these issues on a more formal basis. Meetings will continue beyond the life of the project, a good example of South-South cooperation. Local authority planners and technicians also received training on solid waste management approaches and support to identify adaptations to suit the local context.

In all three locations, housing associations, administrators and residents of neighbourhoods covered by pilot actions were targeted with information campaigns and door-to-door surveys. The surveys helped determine exactly how to introduce waste separation at source, both for the trials and later for larger-scale rollout. Over 70% of households contacted opted to participate in the pilot action and began separating their solid waste in the home. At the same time, links were created with private companies working in the waste-recycling sector so that they can collect the waste and process it or sell it on in an economically viable way.

Project	Partners	Location	EU Funding
GEDUM Promoting an integrated and sustainable management of municipal solid waste in the Maghreb countries	Reus Municipality (Spain, Lead Partner) <ul style="list-style-type: none">• Sétif Municipality (Algeria)• Beni Mellal Municipality (Morocco)• Sfax Municipality (Tunisia)• CIREM Foundation (Spain)• Salud i Medi - Centre de Recursos per a la Protecció de la Salut i el Medi (Spain)• Sultan Moulay Slimane University Beni Mellal (Morocco)• University of Sétif (Algeria)• University of Sfax (Tunisia)• Institut Supérieur d'Architecture - La CAMBRE (Belgium)	Algeria Morocco Tunisia	€ 455.175

With an eye to the future, schoolchildren and teachers received particular attention with activities including competitions, theatre and role-play, designed to increase awareness about how individuals can minimise their impact on the environment by reducing, reusing and recycling waste. Cross-media public information campaigns using radio, newspapers and Facebook spread the message in the wider community.

Finally, informal waste workers were approached to assess options for bringing their activities into the formal sector through associations and cooperatives. A touching documentary on the living and working conditions of informal recyclers, many of them children, demonstrated just how vital it is for whole communities to adopt sensible waste management practices.

A BRIGHTER FUTURE FOR SOME INFORMAL RECYCLERS

Informal waste recyclers, often women and children, can be seen scavenging on landfill sites and dumps in many Southern Mediterranean countries. It is a widespread problem that no single project can resolve, but GEDUM has made concrete steps in that direction. It began by interviewing informal recyclers in each city to understand their needs and look at options for integrating them into the formal waste management sector. In Sétif and Beni Mellal, the project contacted 15 informal recyclers at landfill sites, while Sfax municipality, which runs a controlled landfill that informal workers cannot access, spoke to those working in the city.

Each city developed an action plan to support informal waste collectors and recyclers and 15 individuals were either hired by the municipal waste management services or included in an initiative to form waste cooperatives. Everyone contacted received appropriate training as well as health treatment.

ME TOO, ME TOO!

Sétif started in 2011 with 3 large residential complexes of about 360 apartments, separating glass, plastic and paper. News of the action spread to other residential areas in Sétif and also to neighbouring municipalities in the region and in 2012 the trial was extended to include schools, universities and public buildings. In all, 700 containers have been installed to date in 15 different towns in the province.

The experience of Sfax was similar: first residential areas, then public buildings, separating paper, glass, plastic and aluminium. In local hospitals, hazardous waste was also separated and collected, and the project achieved the notable feat of exporting their good practice as far away as the capital, Tunis, where a large hospital was keen to copy their colleagues in Sfax.

In Beni Mellal, too, there were many requests from neighbourhoods not originally involved for their sorted waste to be collected and recycled. Moreover, the success of this pilot project prompted the municipality to develop a proposal for a large-scale investment project, with a total outlay of €25 million, for improving solid waste management. The plan envisaged customer-facing infrastructure, such as an Environmental Education Centre, as well as municipal utilities, such as a new waste sorting station and a composting facility. The investment project has been pre-selected for the Union for the Mediterranean's Urban Projects Financing Initiative and is currently being screened for possible funding.





 **GEDUM**
aimed to improve
the conditions
of low-income
informal waste
collectors

Water and Wastewater

CONTEXT

Water is vital for life everywhere. In the EU Neighbourhood region, water can be a problem of both quantity and quality: some countries find it difficult to provide their citizens with enough water, while others grapple with the problem of ensuring it is fit for human needs.

In the arid or semi-arid regions of the Mediterranean, water resources are naturally scarce. In recent decades, demand for water has spiralled, mainly due to economic activities and population growth, in particular in urban areas. Increasing consumption puts further strain on groundwater aquifers that are already heavily exploited, and competition for scarce water resources has become a source of regional conflict.

In the ENP East region, water resources are less scarce, but most countries are still confronted with the legacy of high consumption rates and leakage of water in deteriorated networks dating back to the former Soviet Union.

Wastewater treatment and protection of groundwater from pollution is even more of a challenge in both regions. Wastewater is still largely discharged untreated, and pollution from industry, agricultural run-off and poor disposal of solid waste causes serious environmental problems. Surface waters are often degraded, and erosion and karst formation pose threats both to people and to biodiversity.

Throughout both regions, only a small number of cities have fully-fledged municipal water utilities, and most towns and cities have only limited control over water supply. In most countries, larger public or private utilities, sometimes in the form of public-private partnerships, are responsible for water provision and the role of municipalities is limited to distributing it locally to end users.

Substantial investment in recent decades has brought improved access to drinking water and most urban households in both regions now enjoy water from the tap. Improvements in basic sanitation and wastewater treatment have been more limited: most towns and cities are only partly covered by sewerage networks, and wastewater treatment on a broader scale is still in its infancy, limited to a few large cities and urban agglomerations.

CIUDAD PROJECTS

Supported by the CIUDAD programme, four small local authorities in Morocco, Tunisia, Lebanon and Palestine have taken on a more proactive role in managing water, with two projects to promote low-technology primary treatment of wastewater for use in irrigation, to harvest rainwater and to reduce flood risks. Both projects also aimed to help municipalities improve water planning and management, and to raise public awareness about the need to protect these scarce and precious resources.

KEY SUCCESS FACTORS

The CIUDAD experience in Morocco, Tunisia, Lebanon and Palestine has shown that municipalities can take the lead in finding local eco-friendly solutions to local water-related problems, even with their limited responsibilities, competences and resources. However, support is needed from other levels of government to scale up and replicate such local initiatives. Both projects were able to involve the national water sector institutions, in one case as associate partners in the project itself and in the other by coordinating with national institutions continuously and in a timely fashion.

Another key success factor was the active involvement of local people from the outset, particularly when behavioural change was needed for a new technology to work and when they could help encourage other communities to adopt similar approaches. This was true for the sensitive issue of recycling wastewater for irrigation purposes, and for promoting stormwater barriers and rainwater harvesting.

Before introducing such technical innovations, the social dimension needs to be carefully considered and used to form the basis of information and awareness-raising campaigns with clear, targeted messages delivered to local people to secure their support, give them ownership over the initiative and enable them to share responsibility for sustaining it in the long run.

TOURMEDEAU

Tourism is a big earner for towns and cities around the Mediterranean, but tourists need a lot of water and that sometimes means less is available for other activities such as agriculture. Recycling water through tertiary treatment frees up more water for irrigation, which in turn means more non-seasonal jobs for the local population. The town of Villasimius in Sardinia, Italy, has a vast experience in setting up and managing tertiary wastewater treatment and they wanted to share it with two tourist destinations in the Southern Mediterranean, Ajim/Djerba in Tunisia and Al Hoceima in Morocco.

Technology is only part of the solution. With many water users competing for this scarce resource, and both local and national bodies managing its use, the political and legislative framework is even more important. TourMedEau set out to address both process-related and technological challenges, with a range of studies and capacity building measures, awareness-raising for local populations, and a pilot water treatment unit to help renew an age-old tradition on the island of Djerba by irrigating a historic palm grove that was slowly disappearing due to water scarcity.

WATER NATIONWIDE

Studies were carried out in both Morocco and Tunisia. The first involved an analysis of the framework conditions needed to take advantage of the opportunities offered by tertiary wastewater treatment as part of an integrated approach to water management. Findings were published and distributed to all local and national partners. Secondly, the project considered which technologies were best suited to the local context and what technical capacities were needed to use them. The ensuing report was shared with a technical audience. For these and other activities, the project worked closely with the national water management bodies, Morocco's Office National de l'Eau Potable (ONEP), and Tunisia's Office National de l'Assainissement (ONAS).

LOCAL ACTIONS

New knowledge and skills are needed to manage water resources more sustainably through re-use. TourMedEau trained technicians and city administrators, and also worked to raise the awareness of local people, particularly those working in tourism, agriculture and horticulture. In Villasimius all water users had seen the benefit of working together to manage supplies, particularly during the summer, so it was important that these advantages were demonstrated to people living and working in Al Hoceima and Ajim.

Feasibility studies for implementing tertiary wastewater treatment showed the municipalities of Al Hoceima and Ajim what was needed technically and financially for setting up and running full-scale treatment facilities and helped them identify potential sources of funding for the works.

A small-scale treatment unit was installed by the project in Ajim/Djerba, next to a new ONAS treatment plant. When fully operational, the unit will be able to purify 7,200 litres of water per hour for irrigation purposes. Members of the public were invited to the 'Palm Grove Festival' to see the unit in operation and help plant some new palm trees to celebrate the revival of an industry that not so long ago was at the heart of the local economy.



Project	Partners	Location	EU Funding
TourMedEau Sustainable water management in the Mediterranean tourist areas	Villasimius Municipality (Italy, Lead Partner) • Ajim Municipality (Tunisia) • Al Hoceima Municipality (Morocco) • École Nationale d'Ingénieurs de Sfax (Tunisia) • Moulay Ismail University, Meknès (Morocco) • Cagliari University (Italy) • ENAS – Regional organisation for the management of water in Sardinia (Italy)	Morocco Tunisia	€ 404,941

WADI

The aim of the WADI project was to improve sustainable wastewater and surface water management in Palestine and Lebanon, both through tangible pilot projects in the communities of Jericho and Chouf Souayjani and institutional capacity building aimed at better longer-term management of water resources by the two local authorities.

Together with experts from Pisa, and with the active participation of the local community and interest groups, each local authority drew up a master plan and wastewater strategy for its territory. Both strategies are expected to be endorsed officially and included in future town development plans.

Both Lebanon and Palestine have to cope with dwindling supplies of water, increasing uncertainty caused by climate change and extreme weather events, and poor infrastructure and practices for treating wastewater, with the knock-on effects on the environment. However, specific challenges and priorities are different in the two areas.

Managing wastewater in a mountainous area where many households are not connected to sewage networks is a bigger challenge in the Lebanese communities of Chouf Souayjani. The project decided to promote the use of low-tech facilities for treating grey water, that is water from normal household washing activities. A total of eight installations were built, enabling homeowners to treat their wastewater and reuse it to irrigate gardens and fields.

In Jericho, wadis, or gulleys, running through municipal land swell with water from the mountains in winter, causing flash floods and soil erosion. This was felt to be a major risk and Jericho municipality identified the construction of flood barriers as the most useful pilot activity.

The Palestinian Wastewater Engineering Group (PWEG), a project partner, provided technical assistance to implement both pilot actions.

While priorities differ greatly from one place to another and so these pilot actions may not be relevant to other local authorities in the region, it is hoped other municipalities will follow the project's lead in defining local strategies to manage both water supply and treatment, identifying relatively inexpensive and low-tech interventions than can make a considerable impact on the environment and on quality of life for their residents.

Project	Partners	Location	EU Funding
WADI Cooperating for Urban Water Management	Pisa Municipality (Italy, Lead Partner) • Federation of Municipalities of Chouf Souayjani (Lebanon) • Jericho Municipality (Palestine) • Palestinian Waste Water Engineers Group (Palestine)	Palestine Lebanon	€ 577,783

JERICHO: WATER IS THE SECRET OF LIFE

In a region renowned for water shortages, it is perhaps ironic that some areas are prone to seasonal floods, generally caused by heavy rains high in the mountains making their way down to the valley through wadis. Jericho, which lies below sea level and is crossed by numerous wadis, is one such town. The WADI project addressed this issue on three levels: as part of its surface water management strategy for Jericho; through raising public awareness about flood control and keeping gulleys free of debris and waste; and by constructing pilot check dams in one of the main gulleys, Wadi Dyouk, to slow the speed of water during peak flows in winter. Lower water speeds reduce the risk of flooding and of soil erosion.

A site visit was organised in June 2013 so that students, local authority officials and local residents could see the new check dams. Later in the day, wearing project T-shirts with the slogan 'Water is the secret of life', students were able to discuss other water issues with project experts in a follow-up session in a nearby park. Water scarcity and conservation were the main themes, and techniques were presented for water harvesting, i.e. collecting winter rainwater for use in the long, hot summers. This activity built on other awareness-raising initiatives in schools and with farming communities throughout the Jericho governorate, on the importance of sound water management.

CHOUF SOUAYANI: WATER RECYCLING AT THE NATURE RESERVE

Seven of the eight wastewater treatment mini-facilities were installed in selected households in the Federation of Municipalities of Chouf Souayjani (Lebanon). Grey water is treated using an anaerobic process and gravel filters; black water, from lavatories, is treated aerobically in a modified septic tank. These facilities will allow the occupiers to reuse up to 80% of their water, irrigate their gardens and vegetable plots, and prevent toxins entering the environment and the water table.

Arguably, however, they will have limited impact on the community. The eighth facility, installed in full public view at the Visitors Centre of the Chouf National Park, is likely to have greater promotional value. The technology used is inexpensive, particularly in the case of new builds, so the project is anxious to spread the message to planners, architects, engineers and members of the public who are planning to build a house or renovate their existing one.

Importantly, the initiative has been given regulatory backing by the Federation of Chouf Souayjani, which has issued a municipal ordinance whereby all new houses that cannot be connected to the sewage system must include a decentralised wastewater treatment plant.





“Households can reuse up to 80% of their water to irrigate gardens and vegetable plots”

Social and Economic Development

CONTEXT

Fostering economic and social development as a basis for prosperity and stability has a high priority on the political agenda throughout the EU Neighbourhood. Developing caring, inclusive societies alongside economic growth is an additional challenge, particularly in times of rapid change.

In the East, countries have made major efforts to transform their economies. In the South, countries are confronted with the challenge to create new jobs for a quickly growing and increasingly young population.

Local authorities in the East and in the South are all too aware of the difficulty of attracting and retaining the businesses that provide employment and wealth in their cities. However, they often lack the know-how and adequate financial resources to match this responsibility.

To develop their communities, both socially and economically, local authorities therefore need to look for support and resources, whether at the local level (private sector, residents, NGOs) or from international donor programmes active in the country. Mobilising resources locally means giving local stakeholders a say in decision-making affecting their future. Without this, few will agree to contribute or make their resources available. Donor-funded programmes increasingly require local authorities to have a local development strategy in place. The strategy, developed together with the community, with all parties identifying local social and economic challenges and development priorities, should receive the formal endorsement of the municipal council.

CIUDAD PROJECTS

This section looks at the five CIUDAD projects that focussed their attention on fostering social and economic development in their towns and cities. Ten local authorities in the East - from Armenia, Belarus, Georgia, Moldova, Ukraine - and eight local authorities in the South - from Lebanon, Tunisia, Morocco and Jordan - were involved in initiatives to promote social and economic development. European local and regional authorities participating in the projects were from Croatia, France, Germany, Italy and Latvia.

Three of the projects (SUD, EU EUMED Cities and, to a lesser extent, GOSPEL) focussed on providing local authorities with the skills and tools needed to introduce participatory planning processes and prepare local development plans. The other two projects (PPRU and WYD) involved participatory local development planning too, but they were more oriented at actual implementation. WYD, for example, set up local offices to improve income and job opportunities, particularly for women and young people. This has resulted in a number of new business ventures that are profitable, sustainable and set to grow fast in the years to come. PPRU helped municipalities to make the leap from wide-ranging plans to specific priority actions. These were developed in more detail and turned into 'bankable' proposals that potential investors would be willing to consider. The GOSPEL project, which focused on sport as a tool for inclusion, resulted in two renovated sports facilities that are now used by the community.

In all five projects, the process of participatory planning and the development plans that were produced and officially endorsed led to a keen awareness of the benefits of engaging with local stakeholders. None of the five projects was a 'one-off' event; all set in motion a series of follow-up activities, ensuring they will make a long-term impact and, most importantly, achieve their goals of local economic growth and social advancement.

KEY SUCCESS FACTORS

The CIUDAD experience shows that participatory approaches in local development planning unleash energy, ideas, and optimism among residents, the private sector and the civil society, as well as the municipalities themselves. Local authorities have an important coordination role to play in this process.

Political backing is vital if local development plans are to develop into local development actions. A crucial factor is strong commitment from high-level officials. Active and on-going support was forthcoming from the Mayor in many of the projects, resulting in many aspects of project implementation being fast-tracked, and greater visibility for the initiatives in the community. Effective dialogue also with national authorities and agencies is another key success factor, particularly in the ENP South region.

The involvement of all sections of the community, and their ownership of the plans and policies they help shape, is vital for effective implementation of local social and economic development initiatives and for their long-term success. Moreover, after its first use, the participatory approach sets a new standard for community involvement in local decision-making, which will last beyond the scope of the individual projects.

PPRU

It is difficult enough for a local authority to meet local needs in one large urban centre, but one authority that has to manage many small communities, as is often the case in Lebanon, can struggle operationally. Many also lack the funding and skills needed to build a stronger local economic base. A total of 51 municipalities in Lebanon and Jordan were involved in PPRU. The main objective was to enhance their capacity to develop strategic local development plans in collaboration with the private sector and the civil society, and to enable them to test their skills by setting up and managing pilot projects. The project's approach was based on dynamic, multi-stakeholder participation.

In Lebanon, PPRU built on a previous EU-funded project, 'Appui à la Préparation de Projets d'Action Municipale dans un Cadre Planifié de Développement Local', which produced Simplified Local Development Plans for the four Federations in 2005. The plans were brought up to date and validated through Local Participation Forums. A similar approach was followed in Jerash, in Jordan, where the project built on a USAID-funded local development project.

The Local Participation Forums contributed to a detailed diagnostic review of the socio-economic situation in each territory, which in turn led to a number of priority projects being identified by municipal staff, the private sector and civil society. All of the projects were to focus on tools, infrastructure or services that would contribute to the public good and could fall within the remit of the local authority concerned.

After public consultation, potential projects were assessed for their feasibility and benefits vs. costs and, where relevant, business plans were prepared with a view to securing follow-up funding for their implementation.

The challenges and priorities were different in each local authority, and so were the local development plans they devised. In all cases, however, the aim was to draw up plans that were as responsive and operational as possible, in order to take advantage of the rich opportunities provided by their territories. Again adopting a pragmatic approach, projects were to be 'bankable', their logic and cost benefit analysis clear to potential funders, be they commercial banks, national authorities, or international donors.

HAUT CHOUF: ECOTOURISM AND LOCAL PRODUCE

The main area of economic opportunity identified in Haut Chouf was ecotourism. This mountainous region boasts outstanding natural beauty and Lebanon's foremost nature reserve of cedar trees, as well as myriad traditional crafts and local produce. In cooperation with local residents and businesses, the Federation of Haut Chouf built its local development plan around ecotourism, and proposed interventions to improve services and infrastructure. These included a new sampling and sales outlet for traditional dairy products from different suppliers and a goat's milk processing plant nearby. All new or renovated buildings will have to respect local architectural style.

ZGHARTA: EU SYNERGIES AND ECO-LABELLING

In Zgharta, PPRU found an ideal partner in the ENP-CBC-MED project, T-Net. Their plan to create a consortium of local niche-market producers, introduce quality systems and certification, and provide marketing support, was entirely in line with the strategic development plan developed by the PPRU team in Zgharta. The plan developed by PPRU and the Federation of Municipalities of Zgharta already included a similar project idea: to set up a permanent marketplace for quality products and services. PPRU supported the technical feasibility and market study, also recommending appropriate management structures, while T-Net allocated funds to begin implementation.

BINT JBEIL: NEW LIFE FOR EMPTY SHELLS

The Federation of Bint Jbeil covers predominately rural areas with significant development challenges that other projects have tried to address in the past. Local development plans were drawn up for the area in 2009, but residents were disappointed to see that while some facilities had been built, no budget was allocated for staff or operations, and structures such as the Center for Agricultural Promotion remained empty and served no useful purpose.

PPRU's participatory approach gave local people the opportunity to vent their frustration, but building trust between them, the project and authorities was a major challenge. PPRU decided to address this by examining each case of 'unfinished business' and developing a plan of action to make it operational. Since the project could not finance the launches on its own, business plans were prepared so that other potential financiers might rise to the challenge and breathe new life into these empty shells.

HERMEL: TOO CLOSE FOR COMFORT

EU support to the Federation of Municipalities of Hermel in recent years has made it into a hub of excellence in local development planning. Public forums and diagnostics performed in conjunction with all stakeholders highlighted two main priorities: consolidation of the economic zone recently set aside for light industry; and a new wholesale market for farm products. The prospects were excellent until sectarian fighting in Syria began to spill over to some parts of Northern Lebanon. Hermel is very close to the border and was one of the areas hardest hit. While this did not halt project activities, it certainly made it more difficult to achieve ambitious goals within the time available.

JERASH: CAPITALISING ON CULTURE

Jerash, or Gerasa as it was known in Greco-Roman times, is thought to have been founded by Alexander the Great or one of his generals around 330 BC and is considered one of the best preserved Roman sites not just in Jordan but in the region. Unsurprisingly, the local development plan drawn up by the project, the municipality and local stakeholders seeks to capitalise on the massive flow of tourists passing through the city on their way to the archaeological sites. Cultural tourism is already a major contributor to the local economy and there is room to increase its impact. The priority project selected was to set up a visitors' centre for tourists that would double up as a leisure and recreational facility for local residents. At the time of writing, implementation is well under way and the city's urban master plan is being reviewed to maximise the impact of the project on the local community.

Project	Partners	Location	EU Funding
PPRU Partnership for Urban Renewal towards Regional Economic Development	Province of Torino (Italy, Lead Partner) <ul style="list-style-type: none"> • Federation of Municipalities of Bint Jbeil (Lebanon) • Federation of Municipalities of Haut Chouf (Lebanon) • Union of Municipalities of Zgharta (Lebanon) • Federation of Municipalities of Hermel (Lebanon) • Jerash Municipality (Jordan) • Province of Milan (Italy) • Provincial Foundation for International Development (Italy) • Agency for Cooperation between Local Entities, later replaced by Italian Committee for United Cities (Italy) 	Jordan Lebanon	€ 568,353



WYD

Female employment in Morocco and Lebanon still lags very significantly behind that of men. In Lebanon, women account for less than 20% of the workforce and are paid much less than men for the same work. In Morocco, female participation in the workforce is only slightly higher. With rapidly growing populations throughout the Southern Mediterranean region, youth unemployment is a potentially crippling issue.

Promoted by both local authorities and the civil society, the WYD aimed to address these challenges in a concrete way by establishing Women and Youth Desks (WYDs) in Tangier (Morocco) and Hermel (Lebanon).

The WYDs offer employment skills training and support services to women and young people in their community. Where job placements are difficult to find, they encourage clients to consider starting their own businesses and offer them advice, training and mentoring.

They help would-be entrepreneurs develop robust business plans and assist them in secure funding for start-ups. Similar services are available for existing small-business owners hoping to expand. Fundamental to the success of WYDs is their close relationship with well-established businesses in the area, with banks and other financial institutions, and with national support structures.

As well as providing support services to individual women and young people, the project aimed to raise awareness in the community about the issue of gender equality in the workplace and indeed poor levels of active participation in society by both women and youth.

START-UPS IN TANGIER: FROM PASTRY TO HAIRDRESSING

Since the Tangier WYD opened in February 2011, many of its clients have been people wanting to start cooperatives, a form of incorporation encouraged by current Moroccan legislation. One of its first clients was the Al-Wafaa cooperative, which started its pastry business in early 2013 in the Adakhil souk, the main souk in Tangier. Made up of seven women, Al-Wafaa is specialised in producing and selling typical Moroccan pastry. Barely six months after its creation, the cooperative has achieved a very convincing turnover, is managing to cover all its operating costs, and generates a small stipend for each of its members. With the support of WYD, Al-Wafaa plans to purchase equipment to automate some aspects of pastry production, increasing its manufacturing capacity, and to invest in a refrigerated product display for its workshop, conveniently located in the pedestrian market district of the old Tangier Medina.

Al-Andalus is another women's cooperative with seven associates, this time specialised in beauty treatments and hairdressing. As well as offering their services to the public, Al-Andalus hopes to provide vocational training to young people interested in working in the beauty sector.

As-Saffa was initially a small, informal, garment-making operation located in the old Medina. With support and training from the WYD, they developed a sound business plan and decided to form a cooperative. They are now hoping to invest in new equipment to increase and improve production and are considering applying for financial assistance from the National Human Development Initiative.

HERMEL: A YOUNG BUSINESS FOR YOUNG PEOPLE

The Women and Youth Desk in Hermel is supported by two CIUDAD projects: WYD and PPRU. It has trained and coached a number of young and female entrepreneurs, working on feasibility studies and business plans, and establishing connections to private banks and to prominent Lebanese institutions, such as the Office of the Minister for Administrative Reform, the Economic Social Fund for Development, and the association for development, Al-Majmou'a.

One of its success stories is that of a young sports entrepreneur. As a young man, he was acutely aware of the absence of recreational facilities for young people in Hermel. Young people were tempted to spend their time in Internet cafes or local shisha establishments, fertile ground for becoming involved in petty crime. With help from Hermel WYD, he was able to set up a small-scale stadium of around 800 square metres, including a football pitch, a cafeteria, parking spaces and a lounge area. It is open to the public and different teams 24 hours a day. He is hoping to add a basketball court and a swimming pool in the future, and is already considering opening a gym and setting up an association to promote sport for local youth.

The WYD assisted the venture with its business plan, loan application and follow-up funding, as well as providing advice and suggestions for improving operations. The centre has become a point of reference for sports and recreation in the region, with teams coming from far afield for friendly matches. More than 500 people attended the opening ceremony, proving that with small-scale but systematic interventions from the WYD, young entrepreneurs can respond to unmet market and social needs and make money along the way.

Project	Partners	Location	EU Funding
WYD Promotion of the participation of women and youth in local development processes	Union of Municipalities of Hermel (Lebanon, Lead Partner) • Union de l'Action Féminine (Morocco) • Province of Rome (Italy)	Lebanon Morocco	€ 447,285



GOSPEL

Gospel was one of the five CIUDAD projects that took on the challenge of creating a partnership between the South and East, with activities in Mahdia (Tunisia) and Yerevan (Armenia). Both cities enjoy some renown for their sporting and leisure activities: Yerevan for football and chess, and Mahdia for handball. However, neither has sufficient sports and recreational facilities to satisfy the needs of residents, and many of the facilities available are not open to all.

Sports are not only important for health but also for the social interactions they facilitate within a community. Women and young people in particular have limited opportunities to enjoy recreational activities, a challenge in Mahdia, where 57% of the population is under 25 and where women are rarely encouraged to participate in sport and leisure activities.

The project addressed these concerns by promoting an exchange of best practices in the management of recreational facilities, exploring models of financing, promoting access for women, the disabled and other socially disadvantaged groups, and developing sports-related city marketing policies. Finally, the project prepared a feasibility study for pilot projects in locations chosen by the municipalities of Yerevan and Mahdia.

SPORT AND INCLUSION

GOSPEL's first large event in October 2010 combined the concepts of sport and good governance, with disabled runners from partner cities participating in a 'Euro-Mediterranean friendship run' in Mahdia, followed by an international seminar on "Innovative Governance Methodologies in the Field of Sport and Inclusion of Disabled Persons". The seminar brought together high-level representatives from national and local government institutions responsible for sports and the disabled in Tunisia, with their counterparts from the municipalities of Yerevan, Hamburg, Split and Trondheim and with associations of disabled persons in those cities.

At the second event in May 2011, in Yerevan, disabled athletes from PYUNIC, the Armenian Association for Disabled Persons, showed their considerable abilities on the sports field, and demonstrated the strong credentials of sport as a tool for inclusive local development.

MAHDIA: THE CHALLENGES OF LOCAL OWNERSHIP

The pilot action chosen by the municipality of Mahdia was to turn an informal sand football pitch into a recreational area and soccer field for local residents. The site was Cap d'Afrique, an area adjacent to the Medina with important cultural and religious heritage to be respected, as well as interesting flora and a breath-taking coastline. Aided by their local partner, the Association for the Protection of the Medina, a local architect was charged with preparing a feasibility study for the sports field, and a group of university students from the National School of Architecture and Urbanism in Tunis was co-opted to help, giving Tunisian partners full ownership over the activity, naturally with the support of the City of Marseille and other European partners.

Project	Partners	Location	EU Funding
GOSPEL Creating social links through sport and good governance	City of Marseille (France, Lead Partner) <ul style="list-style-type: none">• Mahdia Municipality (Tunisia)• Yerevan Municipality (Armenia)• City of Hamburg (Germany)• Split Municipality (Croatia)	Tunisia Armenia	€ 423,560

Outside the scope of the pilot action, the municipality of Mahdia decided to rehabilitate the entire area of Cap d'Afrique. Given the sensitive nature of the site, this provoked vocal reaction from some sections of the community and was a concern for other GOSPEL partners. However, efforts were made to integrate the planned pilot action into the overall plans set out by the Mayor's office, with the project contributing also to renovating a stone path along which circuit training equipment is placed and to replanting an area with indigenous plants. The new facilities are open to all members of the community, young and old, and women and girls as well as their brothers.



YEREVAN: ONE YARD BECOMES THREE

The site chosen by the Municipality of Yerevan for its pilot action was the school playground of School N. 52 in Shengavit district, grey and crumbling, but with a lot of space available. The aim was to transform this open area into a multi-functional sports ground, dividing it into three spaces allocated to different disciplines, and to make it available to the local community outside school hours. With the help of colleagues from Hamburg, municipality planners designed and commissioned the works. The new facility was opened by the Mayor, the EU Ambassador to Armenia and the Deputy Mayor of Marseilles in July 2013, to the delight of schoolchildren, their parents, groups for the disabled and other local people.



EUMED CITIES

The cities of Fes, Tangier and Ghobayré are experiencing rapid population growth, immigration and pockets of marginalisation. This challenges local authorities to develop strategies to enhance sustainable human and economic development for the benefit of all citizens, particularly the most vulnerable.

As the experience of Barcelona shows, Community Action Plans and programmes can be an efficient tool for change and for mobilising local resources. It is an approach that promotes citizen participation and generates a more cohesive sense of community and shared values. The City of Barcelona has been a pioneer in urban regeneration, with a strong focus on improving conditions for excluded populations.

This project transferred and adapted these experiences in pilot actions, using a common methodological model for Community Development Plans. The approach relied heavily on on-the-job training, to enhance the capacities of local technical and decision-making staff in the three targeted cities and enable them to replicate the actions and inform others about their practices.

COMMUNITY DEVELOPMENT THROUGH COMMUNITY ACTION PLANS

Partners of the EUMED Cities project met several times, in Barcelona, Fes and Ghobayré to discuss the theme of local governance so that a comprehensive Community Development Plan could be prepared for Fes, Tangier and Ghobayré. The process helped the cities compare their realities, learn from the long experience of their Spanish partner, and extract guidelines for Community Action Plans adapted to different socio-economic and geopolitical situations. An essential element of these action plans is the role of citizens in community development processes.

Community action processes try to promote change and improvements in residents' quality of life. These improvements are achieved through a joint reflection between many different actors in the community. This process, together with the relationships that develop between those involved, it is a result itself.

Residents become involved in community processes for many different reasons. Many of them start with a personal interest or curiosity, but the process itself transforms these people, allowing them see that they can play a role in improving the quality of community life. The role of citizens is seen as key to building relationships of trust, disseminating project results and getting other people motivated to improve their neighbourhood.

On the other hand, citizen participation is not self-evident and often needs an anchor. In Barcelona, for example, there is a tradition of associations working with institutions to promote community development. In Lebanon, the strategy comes from relations built while running campaigns for vaccinations, dental hygiene, and the like. With daily contact, participants in the different campaigns assume a leading role, and gradually become more involved in concrete actions.

Project	Partners	Location	EU Funding
EUMED Cities EuroMed Cities Network on Good Local Governance	City of Barcelona (Spain, Lead Partner) <ul style="list-style-type: none">• City of Fes (Morocco)• Ghobayré Municipality (Lebanon)• Ibn-Batouta Sociocultural Foundation (Morocco)• University of Saint Joseph (Lebanon)• Government and Public Policies Institute – University of Barcelona (Spain)	Lebanon Morocco	€ 496,402

BUILDING PEOPLE POWER

The first step taken by the project was to look at the different populations in Spain, Lebanon and Morocco: their characteristics, recent history and aspirations for the future. Thirty years of conflict in Lebanon have left its people yearning for stability and eager to work together to solve everyday problems. High levels of illiteracy and recent rural-urban migration are characteristic of cities like Tangier. Such factors also influence the relationship between people and institutions, and trust and the ability to communicate on an equal footing are key prerequisites for developing local action plans jointly.

The project addressed the issue of tensions between citizens and power structures directly, identifying the main obstacles to change in the different contexts. In Tangier, the distance between citizens and authorities was evident, as was the residents' desire to remain in control of the only element possible – the local one – and the fear of sharing this with the authorities. Political and religious loyalties were larger stumbling blocks in Ghobayré, where there was also cynicism regarding 'cosmetic' attempts at participation: surveys had been used previously, and apparently people's views were being heard, but in the end nothing really changed.

EUMED Cities partners worked together to identify solutions to these obstacles to community participation in local decision-making processes. Essential recommendations included the need to take time and listen to people's views and reservations, little by little to build trust by working together on small actions – a school health project in Ghobayré's case – and to ensure a neutral arbitrator - with time, a role that could be played by the local authorities - is always available to all parties.

SHARING THE MODEL

One of the main outputs of the EUMED Cities project was the publication entitled *Barcelona for Community Action. EUMED Cities Project 2010-2012 – Model of Intervention for Community Action*. Like the project itself, the publication sought to define a model of intervention at community level adapted to the different Mediterranean partners, Tangier and Fes (Morocco) and Ghobayré (Lebanon), and potentially also further afield, using the experience of Barcelona as a starting point.

The project did not attempt to apply the Barcelona model directly, but instead sought common methodologies, actions and elements of reflection. The publication can be downloaded from the CIUDAD website.



The image shows the front cover of a booklet titled 'Barcelone en faveur de l'action communautaire'. The cover is white with a red header and a green footer. In the top right corner, there is a small EU flag logo with the text 'Ce projet est financé par l'Union européenne'. The main title 'Barcelone en faveur de l'action communautaire' is in a large, bold, white font. Below the title, in the green footer, it says 'Projet Eumed Cities. 2010 - 2012 Modèle d'intervention pour l'action communautaire'. The bottom half of the cover features a black and white photograph of a young child sitting at a table, looking up and holding a spoon, with several adults in the background.

SUD

There are 349 towns with between 10,000 and 50,000 residents in Ukraine. They account for around 22% of the total population and many of them are struggling economically. In Belarus there are 60 such towns and in Georgia they house around 43% of the population. In part as a result of the Soviet legacy, these towns tend to be dominated by one industry and to suffer from low economic diversity and poor productivity. This has led to considerable poverty, tension and depression, and to growing numbers of vulnerable and marginalised people.

Lublin (Poland) suffered from similar problems in its towns and has managed to address them quite effectively with strategic economic development and investment plans, which local authorities drafted and are implementing together with local communities. So too did Ukrainka (Ukraine), where the authorities engaged successfully with stakeholders and managed to reduce social disparities. The overall aim of the SUD project was to share positive experiences and best practices with other municipalities in Belarus, Georgia and the Ukraine, helping them to develop the needed skills for long-term urban development planning, boost economic competitiveness and encourage local people to take an active role in local development processes.

With the help of local development experts from the Ukraine, Poland and Latvia, six small towns were given the chance to develop their own strategic plan. The towns included project partners, Novokuloml (Belarus) and Ozurgeti (Georgia), and also some small towns in the Ukraine, selected using a competitive procedure, a 'call' open to any small town seeking local development assistance. Sixteen towns participated and four were selected. Both the selection process and the initiative itself – a large competitive town, Ukrainka, helping smaller economically depressed towns – were rather unusual, and could well set a useful precedent in the Ukraine.

PREPARING TO PLAN

The selected towns were provided with formal training on sustainable urban development, including more theoretical sessions on strategic planning, but also very practical sessions on, for example, proposal writing, communication and public awareness, project management and conflict resolution.

Study visits were arranged for the towns to see successful sustainable urban development strategies in action in Ukraine, Poland and Latvia. The visits were focussed on practical aspects - how to structure municipal councils, how to monitor the implementation of plans and strategies, how to develop the business sector – as well as more strategic and long-term considerations, such as introducing European principles of good governance, transparency, accountability and anti-corruption measures. All the while, public engagement was given priority, as 'clients' of local authority services, 'watchdogs' to make sure authorities are accountable for their action, but also active participants in the process of local development.

The study tours and the five training sessions held in each partner city prepared the ground for the towns to begin interacting with civil society and members of the public and preparing local development plans.

Project	Partners	Location	EU Funding
SUD Sustainable Urban Development	Ukrainka Municipality (Ukraine, Lead Partner) • Association of Small Towns of Ukraine, Counterpart Creative Centre (Ukraine) • Executive Committee of the City Council of Novolukoml Town (Belarus) • Student-Youth Council (Georgia) • Foundation in Support of Local Democracy – Regional Centre from Lublin (Poland) • City of Jurmala (Latvia)	Belarus Georgia Ukraine	€ 498,579

INVOLVING CIVIL SOCIETY

One very innovative aspect of SUD was the use of re-granting, offering financial incentives to civil society organisations (CSOs) to raise awareness about community development and get local people to take part. Again, a competitive procedure was used and the CSOs were also offered formal training on proposal writing. This will help them in future to develop their ideas into proposals that could attract funding from other sources.



BUILDING THE PLANS

All six small towns drafted strategic urban development plans, including prioritised measures, individual actions, responsible persons, funding and deadlines. The next vital step was to discuss them with community representatives, who would provide their input and suggestions. Public meetings were held in Spring 2012, after which the plans were modified and finalised, before being presented to the municipal council officially. All six plans, together with new follow-up committees to oversee their implementation, were approved by their respective councils.



Urban Development Policies

CONTEXT

Throughout the EU Neighbourhood, the on-going process of urbanisation has increased imbalances between growing urban agglomerations and declining rural areas, posing significant challenges for urban planning and management, and calling for new strategies and policies for future urban development and local governance.

Responding to these challenges, some countries in the Southern Mediterranean region have embarked on ambitious policies and programmes to develop new towns as a means to alleviate the pressure on urban centres and metropolitan regions, and to provide housing and employment for a quickly growing urban population. In Egypt, where the majority of the population lives in the densely settled Nile Valley and Delta, developing new towns in desert areas has been a government priority since the 1970s. Numerous new cities have already been built and more are planned. In Morocco and Algeria, the idea of new towns was adopted more recently as a means to provide adequate housing for a growing middle class and to develop new industrial and commercial zones outside the main urban centres.

But creating a new city with a sense of identity and strong social cohesion from scratch is not an easy task. It needs massive investment, and attracting residents and especially businesses to new locations is a major challenge.

Meeting the growing demand for transport and mobility in a sustainable and environment-friendly manner is another key issue, calling for new policies, strategies and innovative solutions to avoid further urban sprawl and increasing traffic volumes in urban agglomerations.

CIUDAD PROJECTS

Five local authorities and public agencies in the ENP South region from Algeria, Egypt, Jordan, Morocco and Syria (prior to the outbreak of hostilities) embarked on partnerships with six local and regional authorities from France, Germany and Turkey to exchange experiences, know-how and best practices on these two key urban development issues: sustainable urban mobility and the development of functional new towns.

In the urban mobility project, SUMPA-MED, ENP South partners learned from experiences in France on monitoring air pollution, and from German and Turkish know-how in traffic control and management. In both cases, the Southern partners were able to apply their new knowledge and make concrete improvements already during the CIUDAD project. Learning was a two-way process as the EU and Turkish partners also learned from Amman's pioneering experience in implementing a carbon footprint reduction programme by optimising transport, waste management and urban agriculture policies and practices.

The New Medina project tackled the problem of new towns, and brought the experience of the European New Cities and Towns platform (ENTP) together with Marne-la-Vallée, one of the earliest and best-known cases of new towns in France.

KEY SUCCESS FACTORS

A distinctive feature in the CIUDAD projects focussing on urban development policies was the attention given to understanding their impact on local populations and the importance of considering social cohesion and inclusion in urban development.

A good example is the new town of Sidi Abdallah in Algeria where authorities requested a social impact study similar to the one done for Ch'rafate in Morocco. This had not been foreseen in the initial design of New Medina, but was later carried out using available project resources and co-funding from the Provence-Alpes-Côte d'Azur (PACA) region in France.

The South-South exchange dimension in both projects was another distinctive feature: Amman and Irbid entered into more formal cooperation on sustainable urban transport as a result of SUMPA-MED, and scientific panels organized by New Medina enabled Egypt to benchmark its longstanding experience in new town development against the more recent experience of the two Maghreb countries.

NEW MEDINA

In the period following World War II, new towns and cities were built all over Europe aiming to relieve the strain on the major urban centres, particularly London and Paris, and to develop a planned alternative to increasing urban sprawl. New town strategies were later adopted by some Southern Mediterranean countries for similar reasons. Over time, problems emerged in European new towns: many became mono-functional dormitory towns with a poor image, missing transport links, a degrading environment, limited social cohesion and a decaying infrastructure. Lessons have been learned and corrective measures applied.

The same problems are likely to affect new cities south of the Mediterranean where rapid population growth has made them a governmental priority in Egypt, Morocco and Algeria. Underpinning the New Medina project was the will to share experience, knowledge and lessons learned so that some problems may be avoided and others addressed in a timely and sustainable fashion.

Starting from the experience of Marne-la Vallée, one of the largest and most prominent new towns in France, just outside Paris, and the European New Towns and Pilot Cities Platform (ENTP), the project aimed to develop an integrated approach for planning and building sustainable new cities, taking as models the new towns under construction in Algeria (Sidi Abdellah), Egypt (New Fayoum) and Morocco (Ch'rafate). The main thrust of activities concerned capacity building for local teams (planners, architects, local authority managers and decision makers) by organising expert panels and seminars. However, the project also developed studies and tools for use also by other local authorities.

New Medina expert panels and seminars gathered together several hundred people, including experts, local authorities, officers and civil society representatives. Of particular significance were the expert panels organised in 2010, 2011 and 2012 in Tangier, Algiers and Cairo respectively. The intense preparatory work of the panels,

Project	Partners	Location	EU Funding
New Medina From pilot towns to sustainable towns: reinventing new towns	Communauté d'Agglomération Nouvelle de Marne-la-Vallée Val Maubuée (France, Lead Partner) • New Town of Sidi Abdellah (Algeria) • Holding d'Aménagement Al Omrane Ch'rafate (Morocco) • HBRC – Housing and Building National Research Centre (Egypt) • European New Towns and Pilot cities Platform (Europe/Belgium) • Touiza Solidarité (France)	Algeria Egypt Morocco	€ 578,000

which mobilised national, regional and international urban development experts, produced a thorough diagnosis of the situation in the three new towns and highlighted courses of action, some of which have already been taken through pilot actions.

Some of the main findings and reflexions developed throughout the project have been collated in the book *New Medinas: towards sustainable towns?* This collective work, which includes contributions from the main experts who took part in the project, has been published for worldwide distribution by the prestigious scientific publishing house, Peter Lang.

SIDI ABDELLAH: THE TRAMWAY DEVELOPMENT

After the panel of experts in Sidi Abdellah (Algeria) in November 2011, the public development corporation of Sidi Abdellah New Town expressed the need for technical expertise and a feasibility study on the construction of two tramway lines. New Medina responded by commissioning a preliminary examination by three experts in early 2013. Although the tramway has not yet been officially integrated into a mobility plan, this feasibility study, which also identifies all relevant actors, clears the way for a further impact assessment and represents a first step for Sidi Abdellah.

The study focussed on two dimensions: the metropolitan area of Algiers and the site itself. Sidi Abdellah would benefit from an efficient connection with the capital and its different poles, linking the tramline to the existing metro in Algiers and its suburbs. The new town would not be an isolated island, but part of the 'Algiers Archipelago'. With good mobility and visibility, the new town would be able to attract new commuters, workers, residents and businesses. The experts called for a pragmatic approach taking into account the critical mass of users, the constraints and risks involved in such a project, and the intermodal connections within the Algiers transport system.

ECO-CONSTRUCTION TRAINING IN EGYPT

A number of training sessions on environmentally sound construction techniques were organised for NUCA (New Urban Communities Authority), the authority in charge of implementing new towns in Egypt. The training included information on eco-construction techniques and materials developed by the HBRC, the project's Egyptian partner. HBRC is also working on terms of reference as a template for ensuring all new towns in Egypt are built to last.

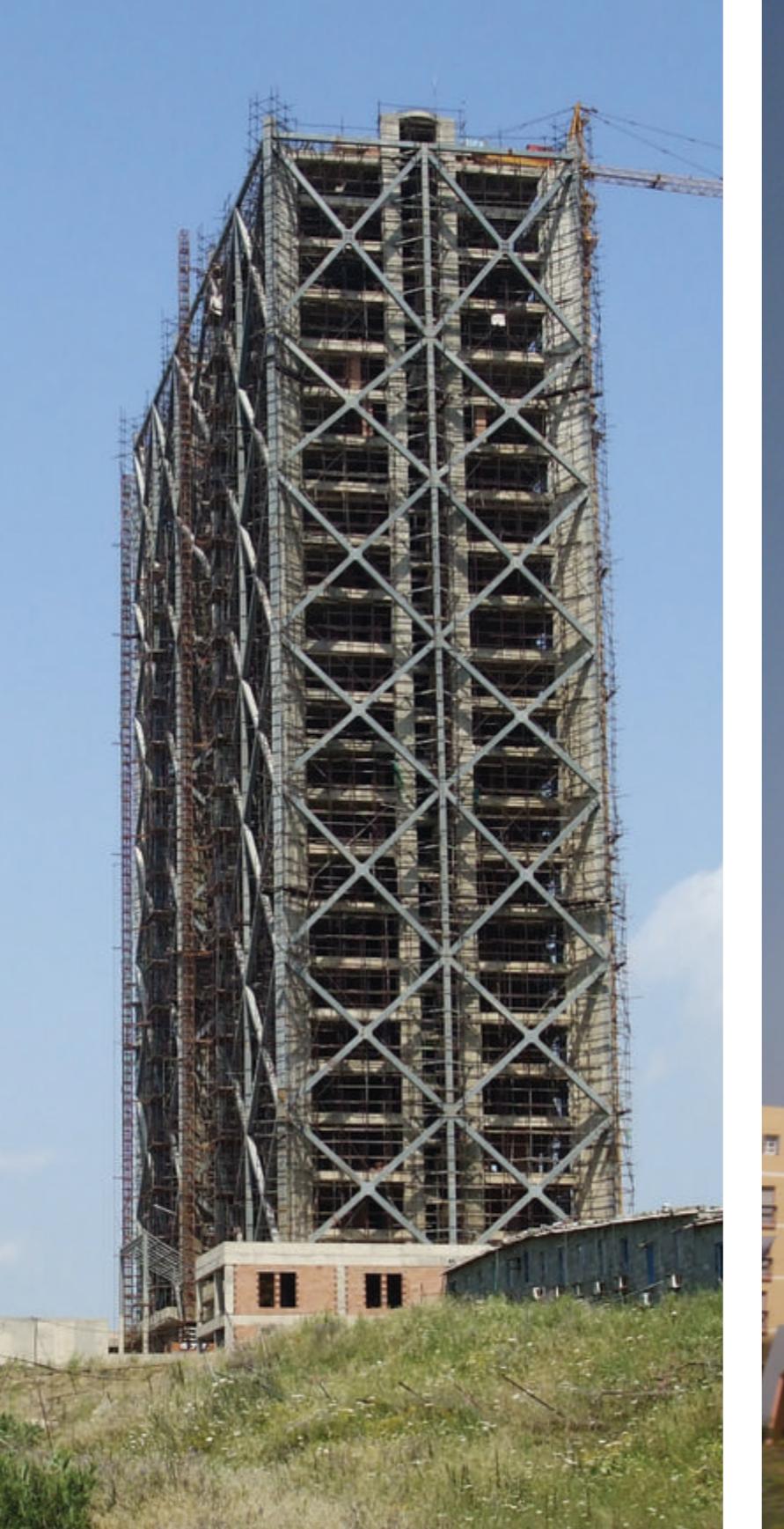
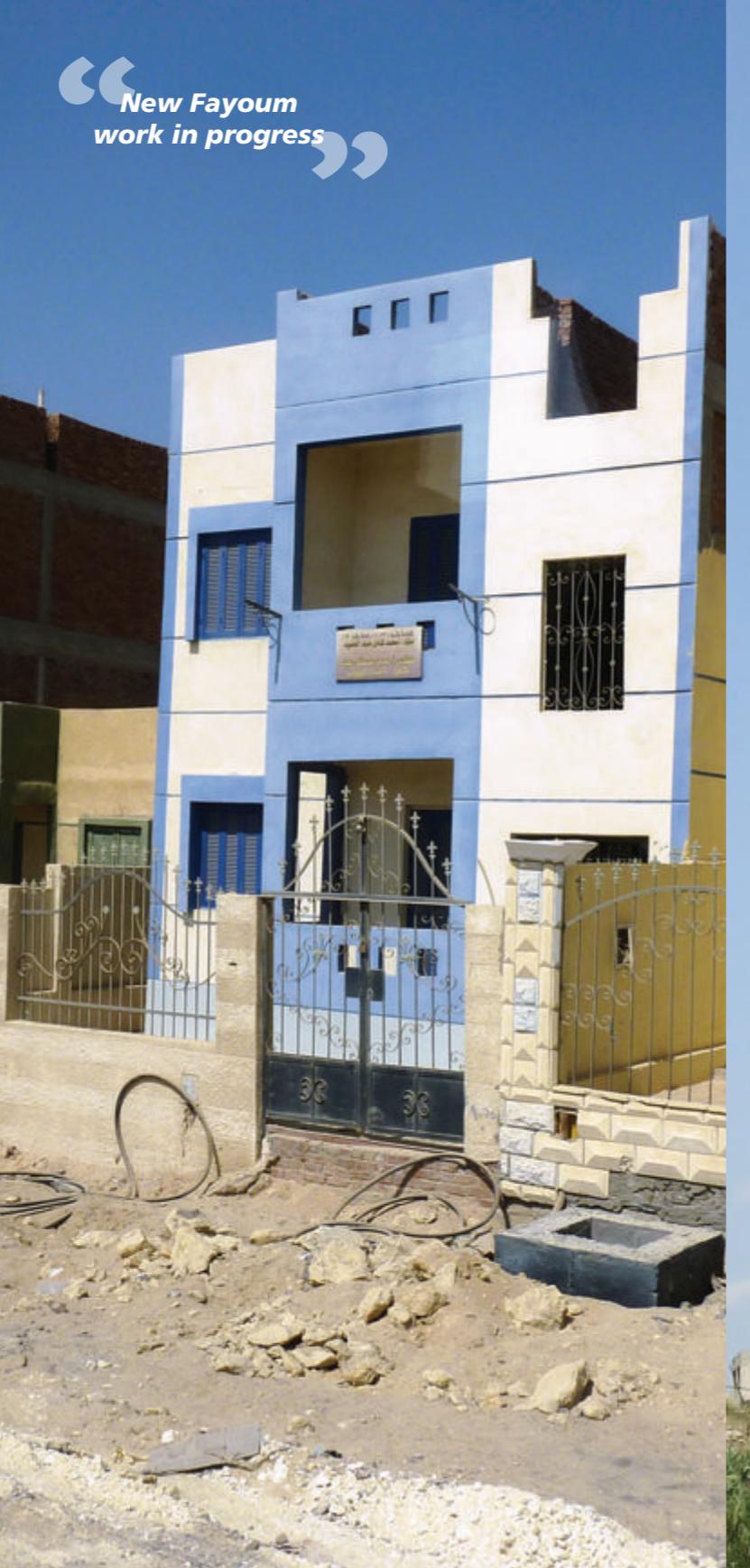
THE IMPACT ON LOCAL POPULATION IN CH'RAFATE

How does the population perceive a new town under construction? What will the impact be on the local population? What are the needs of the local population? These were the main themes of a study to assess the overall impact of the building of Ch'rafate on the population of Jouamaa, the rural municipality where it is located.

A number of proposals and recommendations were formulated to better take into account the social dimension of this large development. A number of concrete measures were taken: an inter-institutional consultation mechanism on social issues was set up for all actors; a labour and training office was set up; and vocational training, literacy classes, and training for local businesses and would-be entrepreneurs were carried out.

Two other studies were carried out in Ch'rafate. As a direct result, the town will be the first new town in Morocco with a charter on architectural quality, its marketing strategy will be improved, and an observatory on land management issues should be created in the near future.





**“New Fayoum
work in progress”**

**“The social dimension
of large developments
is paramount”**

SUMPA-MED

In a region experiencing rapid population growth and with increasing numbers of people leaving rural areas to look for better opportunities in cities, it can be difficult for basic services and infrastructure to keep up with ever-increasing resident populations. Roads, transportation and mobility generally are key issues, both in terms of impact on the economy (long journey times mean lower productivity) and on the environment (air pollution can cause health problems such as asthma). Compounding the problem in many historic cities in the Arab world are local social and architectural traditions favouring narrow and dead-end streets and commercial activities concentrated in the very heart of the city.

HOW DO OTHER CITIES MANAGE?

SUMPA-MED targeted the cities of Aleppo (Syria) and Amman and Irbid (Jordan) in an attempt to address some of their endemic mobility problems: traffic jams, the absence of bus and taxi stops, low capacity public transport terminals and high levels of pollution. Capacity building and study tours such as the one to visit Istanbul's Integrated Transport System (ITS) provided local authority experts with ideas and knowledge for resolving their own issues. The City of Paris provided support to the City of Amman to develop an air quality monitoring system, while experts from Gaziantep led a study on modernising the transport system in the historic centre of Aleppo.

The project also addressed policy and governance issues, with studies to support the Greater Amman Municipality's Transport and Mobility Master Plan and assistance in redefining Irbid Municipality's role in planning and regulating public transport in the city. Technical assistance in this area was particularly pertinent following a national decree on the voluntary decentralization of transport policies, giving Jordanian Municipalities more control over public transport.

OVERCOMING CHALLENGES

The outbreak of the Syrian crisis brought activities in Aleppo to a halt in 2011. Following this, it was necessary to reorient the project's overall design to focus on demand-driven training and coaching, based on requests from the remaining beneficiaries, Amman and Irbid. Activities included a travelling workshop on 'Parking Management and Preserving Pedestrian Areas' by the city of Stuttgart, a training course on 'Criteria and Principles for Establishing New Bus Lanes', delivered jointly by German and Turkish experts, and a training module on 'Promoting Urban Mobility Projects to Citizens'. This last course took place in Irbid and was accompanied by a street festival and mobile exhibition about sustainable transport.

Project	Partners	Location	EU Funding
SUMPA-Med Sustainable Urban Mobility Planning Adapted to the Mediterranean	Gaziantep Metropolitan Municipality (Turkey, Lead Partner) • Greater Irbid Municipality (Jordan) • Greater Amman Municipality (Jordan) • City of Stuttgart (Germany) • City of Paris (France) • Union of Municipalities of the Marmara Region (Turkey)	Jordan Syria (since 2011 only Jordan)	€ 650.000



Cultural Heritage and Tourism

CONTEXT

With its rich history at the crossroads of civilizations, the ENP region is endowed with a wealth of cultural heritage. This includes valuable tangible assets in form of numerous UNESCO World Heritage Sites and many other important historic monuments from ancient to modern times, as well as abundant intangible resources such as popular arts and culture, cuisine and handicrafts. All of these are important ingredients of cultural identity and diversity in the countries of the region.

Throughout the region, the diversity of cultures and heritage holds great potential for developing and promoting cultural tourism, both as a more sustainable alternative to traditional mass tourism with its pressures on social and natural environments, and as a distinctive product offering to attract higher-value visitors in an increasingly competitive global tourism market.

But cultural heritage also needs to be cared for and protected, a task that is not easy in a region characterised by many, often protracted conflicts and upheavals. Instability and security concerns can also have dramatic effects on tourism.

CIUDAD has filled an evident gap, offering local and regional authorities a privileged space for mutual learning and exchange in the fields of cultural heritage and tourism, by focusing on collaborative multi-stakeholder models inspired by the territorial approach to development.

CIUDAD PROJECTS

Seven local authorities from the ENP East Region from Georgia, Moldova, Ukraine, two from the Russian Federation, and three from the ENP South Region from Lebanon and Tunisia embarked on the four CIUDAD cultural heritage projects, working jointly in most cases with other public agencies, research centres or academic institutions in these countries. Their European partners were eleven local and regional authorities from Italy and Romania.

The overall aim was to exchange experiences, know-how and best practices in the field of urban heritage preservation, introduce quality benchmarking standards to the tourism industry, foster protection of world heritage listed sites and promote shared cultural heritage.

Two projects proved that finding common entry points for cooperation between the ENP East and the ENP South is not only possible but can be highly beneficial to the partners from both regions. The project South-East Roman Empire Common Heritage (ArcHeritage) created a network of 'Roman' destinations for cultural tourism in Tunisia, Italy, Romania and the Russian Federation. The common thread was the Roman Empire that had stretched across all these countries, bringing distinctive crafts and traditions. The War Free World Heritage Listed Cities project addressed the delicate issue of protecting cultural heritage in times of conflict using two prominent World Heritage sites in Lebanon and Georgia as models.

The two other projects also worked on sharing the Italian experience in heritage conservation and tourism with ENP East countries. The project SUSTOUR promoted an integrated approach for sustainable tourism in Moldova and Georgia, sharing the experience of Venice in promoting excellence in tourism standards. Thanks to Save Urban Heritage (RKM), visiting the Avant-Garde Heritage of the 1920s and 30s in Kiev and Moscow has never been so easy, either on one of the guided tours initiated by the project, or through the interactive mobile application they developed.

NETWORKING

Mid-way through the life of the programme, the CSM organized a networking event that brought together the four CIUDAD Cultural Heritage projects with others from the EUROMED Heritage programme with similar or complementary mandates. The workshop was held in December 2011 and hosted by the War Free World Heritage Listed Cities project in Byblos. It provided a forum for exchanging best practices and practical experiences in Cultural Resource Management with particular regard to cultural heritage as an asset for sustainable tourism.

Rather than reinventing the wheel, CIUDAD networking activities helped project partners build working relationships with existing networks in the ENPI region and in Europe. They were encouraged to tap into the practical experience and resources of other institutions such as the International Council on Monuments and Sites (ICOMOS) and the International Centre for the Study of Preservation and Restoration of Cultural Property (ICCROM).

KEY SUCCESS FACTORS

The experience of the four CIUDAD project shows that local initiatives for preserving cultural heritage and promoting tourism can be successful when they involve all interested parties in a given territory, most notably research bodies, civil society organisations and the private sector. Nevertheless, such local initiatives will also benefit from close liaison with relevant ministries and agencies at the national level.

Another important lesson is that public-private partnerships involving local entrepreneurs can create win-win models and generate long-term sustainable benefits to all parties concerned.

WAR FREE HERITAGE

With a history spanning thousands of years, both Jbeil (Byblos) in Lebanon and Mtskheta in Georgia are home to so many historical monuments and artefacts that the cities themselves, not the individual sites, are included in UNESCO's World Heritage List (WHL). Another less happy feature they share is the threat of conflict: both have experienced the ravages of war in the recent past, and the threat of fresh outbreaks is only too evident.

Cultural heritage is not just a relic of the past; it forms an integral part of our psyche today. Attacks on religious and cultural sites target human identity and dignity much more than bricks and mortar. They can also decimate local economies based on tourism. For thousands of years, at least since Herodotus' first list of the seven wonders of the world, the universal value of cultural heritage has been recognised. If we can all marvel at heritage wherever it is to be found, equally we all have a responsibility of stewardship, to protect it for others and for future generations.

All is fair in love and war, says a centuries-old English proverb. However, the introduction of firearms with immense destructive capacity led 19th century governments to challenge this notion, notably with the first multi-lateral agreement to introduce standards of conduct in times of war, the Hague Convention, drafted in 1899. The Convention has since been adapted to suit changing conditions and values, and from 1954 it has included provisions to protect cultural heritage. The 1999 Second Protocol for the Protection of Cultural Property in the Event of Armed Conflict provides for criminal prosecution of even the highest-level officials, civilian and military, who fail to ensure heritage is safe during military operations.

However, to benefit from 'enhanced protection' under the second protocol, heritage sites must be prepared: they must fully document all items needing protection, assess risks, and plan exactly who does what in an emergency. A comprehensive dossier must be submitted to UNESCO, which then ensures governments and military forces are aware of their obligations to protect that particular site.

Project	Partners	Location	EU Funding
War Free Heritage War Free World Heritage Listed Cities	United Municipalities of Jbeil-Byblos (Lebanon, Lead partner) • Mtskheta Municipality (Georgia) • WATCH - World Association for the Protection of Tangible and Intangible Cultural Heritage in Times of Armed Conflict (Italy)	Georgia Lebanon	€ 432,592

Qualifying for Enhanced Protection is complex, however, and to date only a handful of the 900 WHL sites have obtained it. The aim of the War Free Heritage project was to work with local and national authorities with responsibility for Jbeil and Mtskheta to prepare these dossiers, developing a methodology that can be followed also by other heritage sites.

IT'S ALL ABOUT PEOPLE

A Risk Preparedness Plan is central to protecting cultural heritage in times of conflict. Designing one is impossible without the active participation of a vast array of people: policy makers, ministries of culture and the interior, local authorities, the military, urban planners, cultural heritage operators and specialised NGOs and CSOs. The staff of local and national institutions have to acquire new skills and knowledge, particularly the national experts nominated to the Risk Management Unit, which manages all aspects of maintaining Enhanced Protection status.

Supporting Jbeil and Mtskheta was an International Advisory Board, coordinated by WATCH, with experts from organisations including UNESCO, the International Centre for the Study of the Preservation and Restoration of Cultural Property, the International Institute for Humanitarian Law, and the Austrian Ministry of Defence and Sport.

Perhaps the most important people of all, however, are members of the community. Local people, aware of the value of its cultural heritage as a part of its identity and as a source of jobs and wealth, must never lower their guard: with continuous pressure on local and national authorities, their heritage can be preserved today and for future generations.

CULTURAL HERITAGE: MUSIC TO OUR EARS

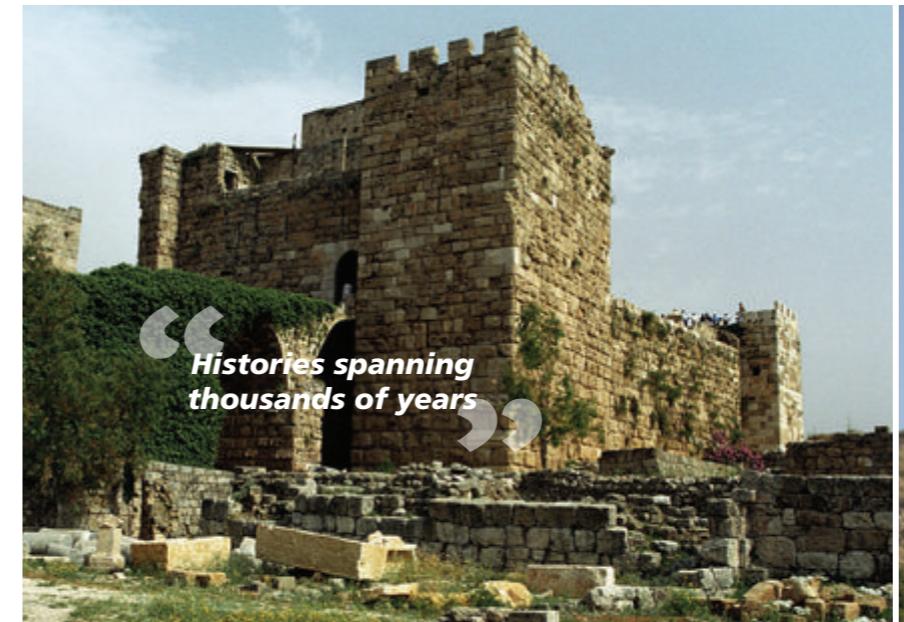
The 2012 edition of the Byblos International Music Festival, which attracts tens of thousands of visitors from Lebanon, the region and further afield, was the venue for some of the project's awareness-raising activities, with an information booth, brochures and other materials, and volunteers who chatted with visitors about the cultural heritage of the area and the need to protect it.

Music was central also to the annual celebration of Svetitskhovloba in Mtskheta, where project volunteers were able to tap into the public's deep emotional attachment to their historic cathedral and spread the message of protecting it also in conflict situations. The initiative was promoted by Mtskheta Municipality, in cooperation with the Tourism Information Centre.

DOSSIERS: ALL PRESENT AND CORRECT

With the help of the project team and its advisory board, both dossiers have now been completed. Mtskheta has already presented its dossier to the Ministry of Culture and Monument Protection for submission to UNESCO, and at the time of writing was engaged in civilian and military exercises simulating conflict situations to test the robustness of their risk preparedness plan. Political instability in Lebanon led to delays in finalising the dossier with national authorities. They will submit it to UNESCO when the political situation has settled down.

Another key project output is a step-by-step guide for other heritage sites embarking on the Enhanced Protection journey, complete with case studies, challenges faced and lessons learned in Jbeil and Mtskheta. This publication will be widely disseminated throughout the world. All of the organisations involved in the project are determined to continue to share knowledge and insights gained, and to keep alive the numerous partnerships formed during implementation of War Free Heritage.





**“World heritage:
a privilege and
a responsibility”**



**“Risk preparedness
is key to protecting
heritage”**

RKM

The Avant-garde and Constructivist architecture built in Kiev and Moscow in the 1920s and 30s made one of the most important contributions to the International Modern Movement. Throughout the years of communism, the architecture formed a familiar backdrop to people's everyday lives and, arguably, few residents recognised its significance. The fall of the Soviet Union has seen a wave of transformation and great fervour to replace the old with the new, with the risk of losing precious heritage. Since the 1990s, very few resources have been available to preserve what are prime examples of Constructivist architecture. Many developers consider it cheaper to replace rather than to preserve, and iconic examples of this architectural heritage are under threat. This in turn threatens the distinctive character and cultural specificities of Moscow and Kiev.

RKM wanted to see these buildings preserved and renovated; it wanted their potential to be recognised. This meant raising the awareness of public administrations, experts, architects, engineers, investors and residents as to the inestimable value of their architectural heritage. Activities ranged from guided tours to student workshops and lectures. Massive communication campaigns were launched in both Kiev and Moscow. Ever-present was a carefully designed brand, or graphic identity, bold and minimalistic, and very much in keeping with avant-garde architecture itself. Communication materials included posters, bags, notepads, postcards and leaflets, all widely distributed.

More than 1,500 participants attended RKM lectures. A further 1,000 took part in the twelve avant-garde architectural itineraries that were organised in Moscow and Kiev. The project produced a catalogue and two guides, presenting the initiative as well as the individual buildings in the two cities; 500 copies were distributed. Building also on a previous collaboration between universities in Rome, Kiev and Moscow, RKM designed and built a database of images and documentation on this important architectural movement, and made it available to a wider public through the RKM website and, in a very innovative move, through an 'app' for tablet computers and other mobile devices.

International networks were set up to help students, residents, private sector operators, city technicians working on heritage and urban transformation, territorial marketing experts and other interested parties to develop tools for marketing Kiev and Moscow's cultural heritage.

GUIDED TOURS: HERITAGE ON YOUR DOORSTEP

The RKM Guided Tours were an important awareness-raising tool for local residents. They were offered free of charge to tourists and local people in Kiev and Moscow, generally on Saturday and Sunday afternoons. The tours examined the relationship between urban space and avant-garde heritage in both cities, highlighting the potential of these spaces and bringing them to the attention of local citizens, often wholly unaware of their city's rich heritage.

The Kiev tours were conducted by a professor from the National University of Construction and Architecture, and focussed on the city's lesser-known works from the 1920s and 30s, and their influence on patterns of urban development. With fewer examples of avant-garde architecture than in Moscow, some itineraries were covered more than once. A total of nine tours, with over 400 participants, were held during the project. The tours continue today, even after the end of the project, as an important tool for stimulating cultural tourism.

In Moscow, a local expert in Avant-garde and Constructivist heritage, introduced over 600 people to the city's numerous examples of this type of architecture. Ten walking tours, each lasting two to three hours, meandered through different neighbourhoods of the city. The tours were designed to raise awareness about the importance of safeguarding this cultural heritage and potentially capitalising on it as a cultural and economic asset.

THE RKM APP: NEW TECHNOLOGIES FOR OLD TREASURES

Perhaps one of the most surprising aspects of Constructivist and Avant-garde architecture, built almost a century ago, is how fresh and modern it looks, and how relevant it is in today's urban environment. Still, with stiff competition from new developments in both Kiev and Moscow, this architecture and its promoters need to fight for its survival using modern arms: the Internet and mobile applications. Sustainable cities must also be 'smart' cities, responding to the needs and tastes of new generations. Designed with extreme care for an easy and enjoyable user experience, the RKM 'app' brings Russian and Ukrainian constructivist heritage closer to younger and more demanding visitors.

The application works on several levels: as a strategic tool for promoting architectural heritage, with a collection of photos, texts and audio-visual materials, organised in narrative form; as a way to highlight the potential today of constructivist heritage within its urban surroundings; and finally as an instrument for urban regeneration in neighbourhoods previously ignored by traditional tourist itineraries, and indeed by local art lovers.

Project	Partners	Location	EU Funding
RKM Save Urban Heritage	City of Rome (Italy, Lead Partner) <ul style="list-style-type: none">• City of Kiev (Ukraine)• City of Moscow (Russian Federation)• Shukhov Tower Foundation (Russian Federation)• Sapienza University of Rome - DATA Department (Italy)	Russian Federation Ukraine	€ 649,814





Massive communication campaigns were launched in both Kiev and Moscow



ARCHEITAGE

As the Italian lead partner of ArchHeritage knows well, cultural tourism can be a key driver for local development and a major contributor to local and national economies. Roman civilisation spread through countries spanning the Mediterranean, the Black Sea and much of Eastern Europe. ArchHeritage aimed to reconstruct this journey and these historic links by bringing together sites in Tunisia, Italy, Romania and the Russian Federation to develop tourism offerings based on their shared Roman heritage.

The project worked with local authorities, public sector institutions responsible for culture and tourism, and small and medium-sized enterprises (SMEs) active in the tourism sector. Women were key players, particularly for activities designed to re-launch traditional crafts and materials linked to their Roman past. A unique proposition was chosen for each location: in Nabeul (Tunisia) pottery is the main local craft; in the Taman Peninsula (Russian Federation) it is wine-making; Hunedoara (Romania) is known for its hot springs; and bread and olive oil are traditional staples in Trexenta, in the Province of Cagliari (Italy).

Together with local stakeholders, and with the support of the project team, individual local authorities drew up strategic plans for developing cultural tourism and endorsed them officially for inclusion in their urban development plans. ArchHeritage also produced and shared a set of tools for planning, organising and promoting cultural tourism, as well as marketing materials for each site. These were distributed through local tourism operators and visitors' centres, and encouraged tourists not to limit their exploration to one site, but to follow the ArchHeritage Roman trail.

Project	Partners	Location	EU Funding
ArchHeritage South-East ArchHeritage - Roman Empire Common Heritage in Southern and Eastern ENPI Countries	Province of Cagliari (Italy, Lead Partner) <ul style="list-style-type: none">• University of Cagliari - (Italy)• Nabeul Municipality (Tunisia)• Akhtanizovskaya Municipality (Russian Federation)• University of Manouba (Tunisia)• AREG Association des Recherches et des Etudes Géographiques (Tunisia)• Muzeul Civilizatiei Dacice si Romane Deva (Romania)• Fundatia Institutul Multimedia Romano – Elvetian (Romania)	Russian Federation Tunisia	€ 493,801

MEDITERRANEAN FAIR OF ARCHAEOLOGICAL TOURISM

Having developed unique selling points and materials for each of the sites, the ArchHeritage team was keen to test them on the market. What better venue than the Mediterranean Fair of Archaeological Tourism in Paestum, Italy, in October 2012, where tour operators flocked to select cultural tourism packages for the coming season?

As well as browsing promotional materials, visitors to the stand were able to sample the culinary delights of Taman and Trexenta, and to view traditional ceramics from Nabeul. Many business operators remained for one-to-one meetings with representatives of the different sites. Not only did over 8,000 people visit the stand to make enquiries about the packages available, but the stand itself was voted best in the whole fair.

Interest from tour operators, at Paestum and elsewhere, shows cultural tourism is an important and growing niche segment. For people living near archaeological sites, it could mean a significant contribution to the local economy, further incentive to protect cultural heritage, and a real chance for sustainable local development.

TAMAN OPEN DAY

In December 2012, the Municipality of Akhtanizovskaya (Russian Federation) in association with the Taman Archaeological Museum, organised an Open Day in the Taman Peninsula for tourists, journalists and members of the public. In parallel, a seminar was held for tourism operators, local authority staff and students on the theme of cultural and archaeological tourism.

A guide from the Russian Academy for Archaeological Sciences showed about 100 visitors around the site of Germonassa, one of the few remaining Roman settlements on Russian territory. Publications on archaeological sites, tourist charters and project leaflets were also distributed. The open day was such a success that local operators and authorities decided to make it an annual fixture in Taman's calendar, making the site more accessible and attracting larger numbers of tourists.

CAP BON OPEN DAY

The first edition of the Open Day of archaeological sites, monuments and museums in Cap Bon, Nabeul, took place in October 2012 under the theme 'Heritage: wealth for all'. The event was organised by the Tunisian Agency for Promoting Cultural Heritage, in association with Nabeul Municipality, the province of Cagliari, the Cap Bon Chamber of Commerce and Industry and the prominent environmental NGO, Association ETE +. Local residents and national and foreign tourists were able to explore the Nabeul museum and the sites of Pupput, Kerkouane, Hammamet fort, Neapolis and the fortress of Kelibia.

In Hammamet and Neapolis, artisans demonstrated pottery-making, showing how jars of different shapes and sizes were made by the Romans to store and transport their produce. At Nabeul Museum and Hammamet fort, two competitions, one for pottery-making and the other for drawing, were organised for primary school children. In Kerkouane, specialist weavers exhibited their traditional tapestries and mats, also offering some items for sale. The garum dishes and natural drinks on offer, served in Roman style containers, also contributed to the success of the event and left both organisers and visitors looking forward to future editions.





SUSTOUR

Tourism is an increasingly important part of the economy in Georgia and Moldova. The towns of Kutaisi (Georgia) and Ungheni (Moldova) hope to develop it further and to do so in a way that is sustainable and environmentally friendly, finding a balance between the needs of visitors, the environment and the host community, now and in the future.

The area in and around Venice shares their tourism vocation and the challenges this poses. Over the decades, local authorities, hotels and tourist organizations and associations have developed experience, tools and best practices, and through the SUSTOUR project they hoped to share these with Kutaisi and Ungheni. Using a benchmarking approach and with support from their Italian partners, the two cities were able to develop strategic plans for tourism development and introduce tourist destination management methodologies and processes such as Local Agenda 21.

The project involved not only city authorities, but also environmental groups, tourist associations, tour operators, hotels, universities and research centres in Ungheni and Kutaisi. In Georgia, central government, particularly the Ministry of Tourism, was also a key partner. They provide funding for the tourist information centre in Kutaisi, which distributes the promotional materials - maps, brochures, etc. - developed by the project. Similar items were produced for the city of Ungheni in Moldova.

The strategies drawn up by both cities include structured proposals for individual tourism projects that are good candidates for follow-up funding. In Georgia, some infrastructure projects have already attracted investment from both the public and private sectors. In Moldova, regional development funds, donors and international financing institutions are expected to support implementation of the initiatives proposed there. Together with the multiple cooperation agreements signed between the Italian, Moldovan and Georgian partners, such follow-up funding bodes well for sustaining the results of the project over time.

Project	Partners	Location	EU Funding
SUSTOUR An integrated approach for the sustainability of the tourism production	Province of Venice (Italy, Lead Partner) • Ungheni Municipality (Moldova) • Kutaisi Municipality (Georgia) • Confartigianato Associazione Artigiani e Piccole e Medie Imprese di San Donà di Piave (Italy)	Georgia Moldova	€ 596,897

VISIT KUTAISI

Kutaisi can be traced back more than 3,500 years. Capital of the ancient Kingdom of Colchis, in legend this is where the Argonauts journeyed and Jason stole the Golden Fleece. Kutaisi has been dominant throughout history, as capital of the United Kingdom of Georgia at the turn of the first millennium and, from the early 1500s, capital of the Imereti Kingdom, part of the Ottoman Empire.

With a territory of around 65km² and a population of around 185,000, Kutaisi is now Georgia's second largest city, after the capital Tblisi, some 200km away. The thriving provincial capital of Imereti is also a hub for culture with many museums, art galleries, theatres and historic sites. Kutaisi's colours change with the seasons: green in springtime and yellow and red in autumn, with deciduous forests and farmlands around the city, and countless gardens, parks and leafy boulevards in the city itself.

An industrial centre during the Soviet era, post-independence Kutaisi has had to reinvent itself. Its vocation for tourism is clear. With a wealth of natural and cultural heritage, Kutaisi's new capacity for tourism planning and territorial marketing stands it in good stead to develop quality tourism and contribute to sustainable economic development.

VISIT UNGHENI

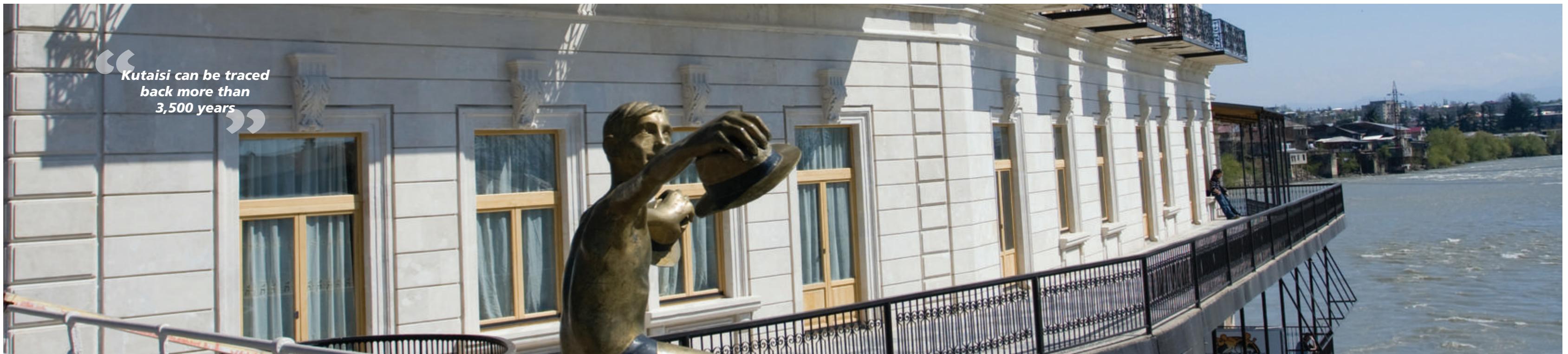
Ungheni dates back to at least the fifteenth century, although archaeological inspections and over 200 monuments show human activity in the area from pre-historic times up to the late middle ages. Its name derives from the word for 'angle' as it was built up around a bend in the river Prut, which now divides Moldova from Romania.

Home to 33,000 people, Ungheni is administrative capital of the district of the same name. It lies 100km from the Moldovan capital, Chisinau. From the 18th century, when Russians built a major railway through the town in preparation for a war with Turkey, Ungheni has often been considered a 'gateway' to the west. Rail and river links have enabled Ungheni to trade products traditionally made locally, particularly ceramics and carpets.

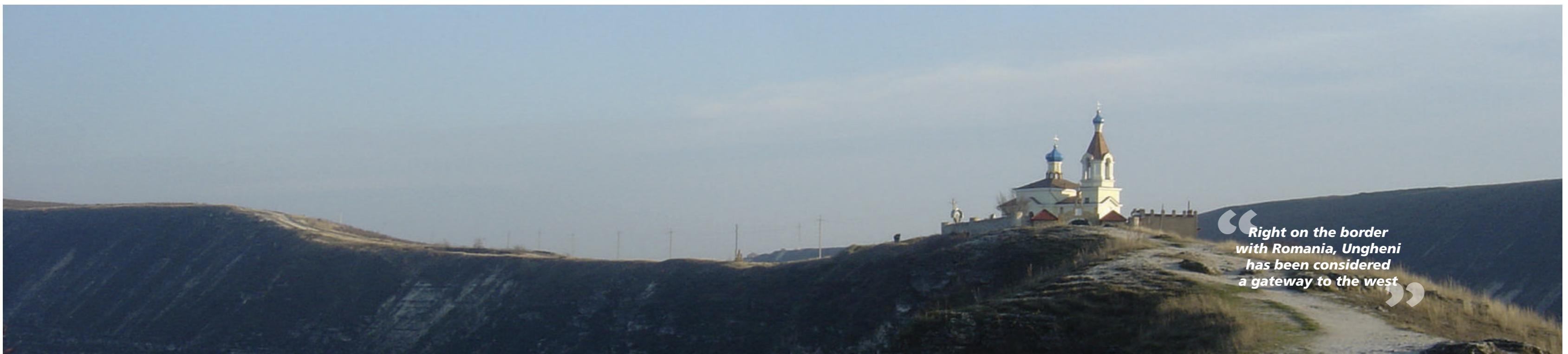
Industrial activity continues in the present day, notably with the creation of a Free Economic Zone, but city authorities and civil society actors increasingly see sustainable tourism as a major potential contributor to local development.

The tourism development plan prepared by the SUSTOUR project aims to promote the many cultural attractions in the area – museums, monuments and historic buildings, but also lively folk traditions and music. The plan is based on the Local Agenda 21 model, reflecting the needs, aspirations and participation of the local community of Ungheni.





Kutaisi can be traced back more than 3,500 years



Right on the border with Romania, Ungheni has been considered a gateway to the west



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