THE UfM STRATEGIC URBAN DEVELOPMENT ACTION PLAN 2040

For sustainable, resilient, and inclusive cities and communities in the Mediterranean

Executive Summary

Union for the Mediterranean
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How to cite this publication:
Rocco, R. & Hein, C. & Rooij, R. (2021). Union for the Mediterranean Strategic Urban Development Action Plan 2040 for sustainable, resilient and inclusive cities and communities in the Mediterranean Executive Summary, Barcelona, UfM.

1 July 2021

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Cover photo: Muizz Street, Cairo. Author: Joonas Plaan

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UNESCO
United Nations
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In cooperation with
World
Heritage
Centre

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The UfM Strategic Urban Development Action Plan 2040 is an inter-governmental initiative that complements and acts on the UfM Urban Agenda adopted by the Ministers in charge of housing, municipal affairs, and urban development of UfM Member States at the Second UfM Ministerial Conference on Sustainable Urban Development, held in Cairo on 22 May 2017.

It offers a framework for integrated, sustainable urban development across the Euro-Mediterranean region by encouraging coordination of policy and action and by promoting partnerships around the planning and design of the built environment; by highlighting the role of the conservation of cultural heritage in urban regeneration and sustainable development; by promoting local empowerment and capacity building; by encouraging citizen engagement; and by supporting implementation and monitoring of urban and regional spatial interventions.

Contents

1. Introduction

This Action Plan builds upon the "Union for the Mediterranean Urban Agenda" outlined at the Second Ministerial Conference of the Union for the Mediterranean (UfM) on Sustainable Urban Development in Cairo on 22 May 2017. It aims to provide a long-term cross-sectoral and multi-dimensional framework for urban regeneration and development across the Euro-Mediterranean region.

The UfM builds on the Barcelona Process, a long-standing project for Mediterranean integration, and on its mission "to enhance regional cooperation, dialogue and the implementation of projects and initiatives with tangible impact on our citizens, with an emphasis on young people and women, in order to address the three strategic objectives of the region: stability, human development and integration" (UfM, 2020), culminating in the Barcelona Declaration of 1995 (European Commission, 1995).

This Action Plan is conceived within the framework of the UfM Regional Platform on Sustainable Urban Development. It builds on the deliberations and conclusions of the UfM Thematic Working Groups on Urban Regeneration, and Affordable and Sustainable Housing. It is anchored in a multitude of transnational policy frameworks and agreements. It aims to activate the vast shared heritage of the Euro-Mediterranean region and to foster its enormous potential for sustainable development, social inclusion, equitable economic development, and enhanced resilience.

An Action Plan is a set of coordinated actions designed to operationalize previously agreed objectives in an agile manner. This Action Plan operationalizes UfM's objectives to increase the performance of coordinated and integrated spatial development strategies to achieve sustainable development. It is a policy framework that seeks to inform, guide, and shape the attention of stakeholders (in particular the public sector) towards a common strategic

vision for sustainable urban development. **As a policy framework, this Action Plan relies upon translation and adaptation to national realities, where policies are designed and implemented according to national and local priorities, capacities, governance, and management styles.** It proposes a set of simple but integrated and mutually reinforcing coordinated actions in a circular manner. Recognizing the wide variety of societal models and levels of development in the Mediterranean region, which are also reflected in different planning traditions and urbanization patterns in each country, this Action Plan proposes a set of actions that must be tailored to each national reality. This is going to be achieved by mutual institutional learning and by socialization and emulation of policy and practice, and to be facilitated by:

1. The adoption of common definitions (alongside local definitions);
2. Collection of comparable data;
3. Common efforts in capacity building & education;
4. Formulation of comparable policy frameworks at national and local levels, with utmost respect for national trajectories and traditions.
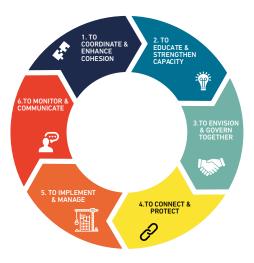

Figure 1: Integrated actions in this Action Plan.

2. Integrated Strategic Actions

This Action Plan is based on SIX COMPRE-HENSIVE ACTIONS listed below, each sub-divided into subsidiary actions.

The actions are presented in an integrated wheel, meaning they are independent but mutually reinforcing. National and local governments can start anywhere in the strategic plan. Engagement with local authorities means that priority actions may differ from country to country. Each action encompasses a number of steps and smaller actions framed temporally as short-term (1-3 years), medium-term (3-10 years) and long-term (10-20 years). The six actions are:

ACTION 1: TO COORDINATE & ENHANCE COHESION: To promote the design, regional coordination, and cohesion of national urban policies (NUPs) and integrated city development strategies (ICDSs) across the Euro-Mediterranean region.

ACTION 2: TO EDUCATE & STRENGTHEN CAPACITY: To promote and support planning and design education and build capacity that supports the objectives of this Action Plan.

ACTION 3: TO ENVISION & GOVERN TOGETHER: To promote community and stakeholder engagement and co-creation of shared visions for the region. To promote cross-border cooperation and coordination, and exchange of knowledge between local and national planning authorities.

ACTION 4: TO CONNECT & PROTECT: To promote the conception and implementation of urban and peri-urban infrastructures that support cross-border integration around the region. To improve the region's infrastructure interoperability for better connectivity (OECD, 2021), and for better resilience in case of natural disasters or conflict.

ACTION 5: TO IMPLEMENT & MANAGE: To promote the design of integrative strategic projects for cities in the Euro-Mediterranean region in a set of thematic axes of intervention. To implement common frameworks for project management.

ACTION 6: TO MONITOR & COMMUNICATE: To establish a results-based, systematic evaluation, monitoring and reporting system in the Euro-Mediterranean region. To establish a system for peer review and monitoring of project design and implementation, through the constitution of a network of partner cities and universities.

ACTION 5 addresses the integration of the ideas and frameworks in this Action Plan into strategic projects to enhance integrated territorial development. These integrated projects are organized in a set of priority thematic axes of intervention, listed below. Action 5 is subdivided into nine PRIORITY AXES OF INTERVENTION, presented here to guide the strategic priorities and projects. These are thematic areas of intervention in which a number of actors come together to address a salient issue of urban development through integrative spatial visions and strategies. They provide an integrated rather than a sector-by-sector approach.
These projects must be integrated, formulated across sectors with public participation and

aligned with a set of 9 PRIORITY THEMATIC AXES OF INTERVENTION listed below. These thematic axes have emerged from consultations made and consensus reached among UfM stakeholders on the priorities in the Euro-Mediterranean region, in the UfM Working Groups on Affordable and Sustainable Housing, and Urban Regeneration, under the auspices of the UfM Regional Platform on Sustainable Urban Development. The axes of intervention are:

(i) **Adequate, sustainable, and affordable housing,** as a vector for inclusive, integrated, and sustainable urban development and regeneration.

(ii) **Forelands, port areas, port cities and their hinterlands,** as drivers of sustainable and resilient economic prosperity.

(iii) **Blue and green infrastructure** regeneration and implementation, nature-based solutions, ecological restoration, preservation and enhancement, in tandem with the EU Strategy on Green Infrastructures (European Commission, 2013a, 2013b), the European Green Deal (European Commission, 2019c), the EU Biodiversity Strategy for 2030 (European Commission, 2020b), the report on EU research and innovation policy agenda for nature-based solutions and re-naturing cities (European Commission, 2015) and profiles of and best practice guidelines for urban protected areas of the International Union for Conservation of Nature (IUCN).

(iv) **Heritage conservation-based strategies for sustainable urban development** that promote social cohesion, sustainable livelihoods, and enhanced resilience, including sustainable tourism and sustainable regeneration of historic urban centres, based on the recognition of the shared history and identity of the region.

(v) **Informal settlements and deprived neighbourhoods,** as focal points for the creation of inclusive cities and communities, and in relation to adequate, sustainable, and affordable housing provision (Axis 1).

(vi) **Brownfield sites, former railway sites and abandoned or underused buildings,** as focal points for urban regeneration and area redevelopment (ESPON, 2020; European Commission, 2018).

(vii) **Urban infrastructures,** climate-smart urban mobility, mobility hubs and nodes as carriers and distributors of improved life chances and economic opportunity.

(viii) **Public and shared spaces regeneration,** as vectors for sustainable urbanization, safety, public life and democracy building (European Commission, 2019d).

(ix) **New Towns, urban extensions, and new neighbourhoods,** as drivers of responsible, inclusive, economically, socially, and environmentally sustainable urbanization.

3. Values, guiding principles and objectives

A cornerstone of this Action Plan is a long-term, integrated, trans-scalar and trans-sectoral approach to urban regeneration and development with an immediate focus on affordable and sustainable housing. This is in line with three basic directives of the Europe's Better Regulation Guidelines (European Commission, 2019a, 2021) in that policies should be integrated, science-led and evidence-based, participatory.

Following these policy principles, this Action Plan is a strategic policy framework that seeks to coordinate urban and regional development and bring forward the strategic value of projects and spatial interventions, in order to boost their effectiveness. Its definition of the concepts of "urban regeneration" and "urban development" is broad, meaning actions to improve, upgrade, adapt and democratize the built environment in the Mediterranean Basin, including, but not limited to, strong action in the housing sector.

The plan emphasizes the key role of stakeholder involvement and citizen and community engagement in governance arrangements as a means of achieving long-term social sustainability, the bedrock upon which environmental and economic sustainability, and resilience, can be built.

Furthermore, it builds on the UfM Urban Agenda (UfM, 2017), which establishes several policy priorities:

- Urban rules and regulations, reiterating the role of urban planning;
- Balanced urban and territorial development, with emphases on integrated territorial development and the relationship between rapidly urbanizing coastal areas and rural hinterlands affected by depopulation;
- Environment, with emphases on sustainable resource management (water, waste, energy, and food), sustainable land use, reduction of urban sprawl and landscape protection;
- Climate, with emphases on enhanced urban resilience and green infrastructures;
- Habitat, which refers to "integrated approaches to sustainable, affordable and adequate housing and basic urban services provision (water, sanitation, waste management, electricity)" and the creation of socially diverse neighbourhoods;
- Transport and Mobility, with emphases on integrated, inclusive and affordable public transport, as well as safe non-motorized transport;
- Migration, with emphasis on strengthening the capacity and basic services of cities hosting migrants, refugees, and internally displaced persons (IDPs).

The UfM Urban Agenda also refers to ways of implementation that include policy measures concerning capacity building, financing and data collection and management. This focus has been developed into integrative strategies reflected in the actions proposed. These include:

1. Integrative territorial governance. The notion of good urban and regional governance and planning, based on integrated urban development and investment, and on principles of multi-level governance and metagovernance that help national, regional, and local governments establish:
(i) partnerships and shared visions;
(ii) coordinated and integrative spatial strategies in designated territories around axes of spatial intervention; and
(iii) coordinated and integrative key spatial interventions, including cross-border infrastructures.

2. Integrative urban and regional development. The potentially integrative nature of sustainable and resilient urban and regional development. This must go beyond technological intervention to simultaneously address the social, cultural, economic, and environmental dimensions of development.

3. Sustainable urbanization and development. The mutually reinforcing relationship

between urbanization and sustainable development, highlighted in SDG 11, the New Urban Agenda, and the UNESCO's Historic Urban Landscape (HUL) approach. This addresses the need to regenerate existing neighbourhoods and communities while also protecting heritage values; to provide affordable and sustainable housing, as well as explore the development of new districts and cities in the region.

4. Integrated heritage. The conservation and sustainable use of the valuable cultural heritage of the region, including its architectural and urban heritage, while integrating heritage conservation with sustainable urban development. The unique historic heritage of cities around the Mediterranean calls for special attention to traditional modes of urbanization, with the conservation of unique architectural and urban heritage, including some of the most impressive human achievements in urbanization and architecture. The Euro-Mediterranean region is home to a large number of UNESCO World Heritage properties (UNESCO, 2020) that testify to rich, long, and multi-layered history of the region.

5. Governance of transitions. The governance of sustainable urban and regional development and transitions to sustainability, with emphasis on historical urban areas, local geographical particularities, polycentric governance, and local empowerment, including sound financing and results monitoring and evaluation.

6. Evidence-based policy. Evidence-based, science-led policymaking and shared knowledge development. Actions should be based on understanding of the impacts, involving local universities and international academic networks. This dimension highlights the need for cooperation and partnerships, using shared definitions, common data collection & analysis instruments, and boosting capacity to design and implement integrated strategic plans, with a focus on design-thinking.

7. Community and stakeholder engagement, as co-creators, to deliver sounder, well-grounded, fair and democratic urban development. This caters for the social sustainability of policies and spatial inter-ventions through open and transparent decision-making, with citizens' and communities' contribution throughout the policymaking process. "Community participation, broad-based consultation and the implementation of bottom-up approaches are key elements of local and regional development" (CMI, 2018, p. 15). This includes special attention to vulnerable groups, including migrants, refugees and IDPs, and people with disabilities – notably in terms of accessibility in the built environment. This also includes attention to gender equality, and attention to the engagement of people from all age groups, with diverse socio-economic, cultural, religious, and ethnic backgrounds. This includes the use of new forms of e-democracy and digital engagement.

8. Socio-spatial justice, as a cornerstone of sustainability, including the spatial challenges connected to citizen engagement and participation, gender equality, public health, childcare, old age and the needs of migrants and IDPs, and people with disabilities.

9. Integrated sustainable housing. Housing as a motor for integrated city development and regeneration. This is reflected in a special axis of intervention focused on housing, following the work done by the UfM Thematic Working Group on Affordable and Sustainable Housing. It concludes that housing must be adequate, sustainable, affordable, integrated, culture-specific, context appropriate and connected to transport systems, with access to sustainable, healthy, and inclusive urban environments. Sustainable integrated housing is a central element in the actions described in the Axis of Intervention 1 (UfM Housing Action Plan for Housing).

10. Networked peer-learning between cities, and local capacity building. These are tools to empower communities and local authorities and make local empowerment and polycentric governance possible.

In view of the challenges shared by all Mediterranean countries and detailed in its full text, this Action Plan proposes integrative, transscalar and cross-sectoral measures, with a long-term perspective and multi-, inter, and

trans-disciplinary approaches connecting technology, society, and culture, to achieve the following outcomes:

- **Climate action,** for overall social, economic, and environmental sustainability, to strengthen climate resilience and improve urban environments. Rising sea levels and temperatures, and changing rainfall patterns and other environmental challenges are fuelling irregular migration and forced displacement and affecting all Mediterranean countries simultaneously (European Commission, 2020a). Therefore, this Action Plan aims to encourage emergency climate action to strengthen overall sustainability, improve resilience and enhance urban environments by encouraging the integration of the letter and spirit of the Paris Agreement (UN, 2015) into national urban policies (NUPs) and integrated city development strategies (ICDSs) (Matsumoto, Allain-Dupré, Crook, & Robert, 2019), and integrating urban heritage into solutions for climate action.

Emergency climate action will help reduce greenhouse gas emissions and improve air quality. It will promote efficiency and fairness in the use and distribution of natural resources and the protection of ecological assets, as well as the effective and timely adaptation of communities and infrastructures to climate change. This should happen by promoting sustainable energy transition, sound water management (European Union, 2021), implementation of green/blue infrastructure and anti-desertification measures, and through holistic and integrated science-led urban planning and design that is environmentally sound and sensitive to context. This is especially significant considering the forecast average temperature rise in the region and predicted increase in "heat island" effects in urban areas. These objectives cannot be separated from the social and spatial structures within which they take place. Social sustainability is crucial to overall sustainability, and social sustainability is rooted in socio-spatial justice: the fair redistribution of the burdens and benefits of sustainable development.
In this sense, this Action Plan acknowledges that climate action must be rooted in multi-level, polycentric, democratic governance that allows for citizen participation, civil society engagement, fair and transparent business practices and public sector efficiency and accountability, based on a vision of solidarity and collective action necessary to realize fair, inclusive, and sustainable cities, regions, and communities.

- **Urban resilience.** The multidimensional and interconnected nature of threats and challenges faced by cities, regions and communities demands integrated systemic approaches that address these issues holistically. Systemic crises must be met with collective, concerted action. Cities and regions must be able to respond, mitigate, recover and, where possible, avoid crises, whether these be environmental, political, economic, sanitary, hydric, or energy, climate, or health related. The COVID-19 pandemic of 2020 has demonstrated that these issues are deeply intertwined in complex systems, and that a notion of urban and regional resilience must go far beyond the environment to embrace coordinated collective reform in multiple interconnected areas of human activity.

"People, institutions and states need the right tools, assets and skills to deal with an increasingly complex, interconnected and evolving risk landscape, while retaining the ability to seize opportunities to increase overall well-being, is widely accepted" (OECD, 2014). The notion of resilience adopted here goes beyond the ability of households, communities, cities, regions and nations to absorb and recover from shocks and crises, but embraces the idea that they must "positively adapt and transform their structures and means for living in the face of long-term stresses, change and uncertainty" (OECD, 2014), using principles of "building back better" (UNISDR, 2017) and the Sendai Framework for Disaster Risk Reduction. Urban resilience includes issues of self-reliance and security, including security of food, health, water, and housing.

- **Spatial equity and justice, reducing spatial inequality and poverty.** Population movements across the Mediterranean and within countries due to migration or forced displacement produce unbalanced regional and urban development. Spatial inequality and poverty in communities across the urban-rural continuum can be reduced by increasing access to basic services, to sustainable and interoperable transport and to quality public spaces, also by increased and secure access to land, to adequate, affordable, and sustainable housing, and through sustainable, fair, and inclusive urban regeneration and careful and sustainable expansion only when necessary.

Socio-spatial equity means prioritizing vulnerable and disadvantaged groups: issues of

Figure 2: The Action Plan's intended outcomes.

gender equality, youth education and opportunity, elderly care and disability must be addressed, as must the needs of immigrants, refugees and IDPs. The COVID-19 pandemic has demonstrated that urban fragmentation, poverty, and a lack of basic urban services, affordable housing and economic opportunities cannot be considered problems of specific socio-economic groups, but influence society in its totality.

- **Heritage conservation and heritage-based solutions for sustainable development**. Sustainable heritage management can be achieved through careful conservation, reuse, and valorization of the distinctive cultural heritage of the Euro-Mediterranean region, while enhancing the role of heritage in solutions for sustainable urban development, following the 1972 UNESCO World Heritage Convention (UNESCO, 1972), the 2011 UNESCO Recommendation on the Historic Urban Landscape (UNESCO, 2011) and the 2018 Davos Declaration (Swiss Confederation, 2018).
- **Crisis prevention.** Urban disaster risk reduction and crisis management capabilities can be reinforced by enhancing integration of infrastructure, improving living standards and inclusion of migrants, refugees and IDPs, and by reinforcing resilience of the built environment and infrastructure, with due attention to security in public spaces (European Commission, 2019d), essential infrastructure, systems of power, water and sanitation, transport and telecommunications.
- **Enhanced prosperity.** Shared prosperity of cities and regions can be enhanced

by improving spatial connectivity and efficiency, invigorating local economies, and expanding use of high-end technologies and innovation, while evaluating the impact of urban development on neighbouring regions and natural systems.

- **Better regulation and good governance.** Good governance is not possible without an efficient, transparent, and accountable public service that not only listens to its citizens, civil society organizations, businesses and academic institutions but also actively harnesses their energy and knowledge to achieve agreed societal objectives. Following principles set out in the EU Better Regulation Agenda, better regulation aims to ensure that decision-making is open and transparent, that citizens and stakeholders can contribute throughout the policy- and law-making process, and that public sector actions are based on evidence and understanding of their impacts, including minimizing regulatory burdens on businesses, citizens or public administrations (European Commission, 2017, 2019b, 2021). Better regulation also aims to digitalize public services in order to improve their quality and accessibility, ensuring that governments at different levels use information and communication technologies (ICTs) to embrace good governance principles and achieve policy goals (OECD, 2020).
- **Improved living standards for all citizens.** The overall objective of this Action Plan is to improve living standards for all citizens, leaving no one and no place behind. Frameworks, benchmarks, and indicators of living standards improvement are given in the text.

| Climate Action | Urban Resilience | Spatial Equity & Justice | Heritage-led Development |
| Crisis Prevention | Enhanced Prosperity | Better Regulation & Good Governance | Improved Living Strandards |

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ACTION 1: TO COORDINATE & ENHANCE COHESION

Objective: To promote the design, regional coordination, and cohesion of national urban policies (NUPs) and integrated city development strategies (ICDSs) across the Euro-Mediterranean region

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
To promote the creation and harmonization of national urban policy documents (NUPs) and integrated city development strategies (ICDSs).	(i) To develop and implement NUPs in UfM Member States who do not have an NUP, following common agreed frameworks. (ii) To compare and coordinate existing NUPs to this Action Plan.	(i) Assessing and evaluating the potential cooperation and added value of the UfM support to set up NUPs and ICDSs with UN–Habitat and the OECD, and other partner organizations involved in existing programmes. (ii) Encouraging Member States, and sub-national authorities to commit to and pursue the development of NUPs and ICDSs in the context of this Action Plan, building on existing tools and support activities. (iii) Mapping trends (including megatrends), risks and challenges for national and local urban planning (e.g. hotspots of climate emergency building on the PESETA IV project, environmental degradation, and other disaster risks as well as forced displacement), for inclusion of such challenges in NUPs and ICDSs. (iv) Mapping the development of NUPs and ICDSs across the region. (v) Mapping the governance of spatial development across the region. (vi) Mapping and making a critical assessment of the development of NUPs across the region (OECD, 2017). (vii) Promoting dialogue between national planning authorities to harmonize NUPs with this Action Plan and evaluate/monitor this harmonization. (viii) Helping national authorities to develop NUPs that are in line with this Action Plan in content and overall goals and objectives. (ix) Encouraging stronger regional governance in NUPs. (x) Mapping and encouraging the strengthening of water-related governance in NUPs (sea and fresh water resources), including the governance of the Mediterranean waters and associated water bodies in reference to urban development, using the Charter for Multilevel Governance in Europe (European Committee of the Regions (CoR), 2014) and Guidance Document 8 "Public Participation in Relation to the Water Framework Directive" (European Commission, 2003).	(i) Number of countries with NUPs rises significantly to more than 80% in three to five years. (ii) Number of NUPs and ICDSs identified by the UfM as achieving coordination with this Action Plan rises.
	(i) To establish shared visions for medium and long term development, consolidating democratic transition processes by empowering local governments and fostering stakeholder engagement and community and citizen participation, and (ii) To ensure that the ICDSs protect and value the cultural heritage of places (including historic city centres); that they build on inherited building practices and identity; and that they integrate heritage conservation with sustainable urban development plans.	(i) Assessing and evaluating the potential cooperation and added value of the UfM support to set up NUPs and ICDSs with UN–Habitat and the OECD, and other partner organizations involved in existing programmes. (ii) Encouraging Member States, and sub-national authorities to commit to and pursue the development of NUPs and ICDSs in the context of this Action Plan, building on existing tools and support activities. (iii) Mapping trends (including megatrends), risks and challenges for national and local urban planning (e.g. hotspots of climate emergency building on the PESETA IV project, environmental degradation, and other disaster risks as well as forced displacement), for inclusion of such challenges in NUPs and ICDSs. (iv) Mapping the development of NUPs and ICDSs across the region. (v) Mapping the governance of spatial development across the region. (xi) Connecting municipalities to help them exchange experiences while developing ICDSs (in connection with ACTION 2: TO EDUCATE & STRENGTHEN CAPACITY, through living labs and with support from local universities). (xii) Mapping key cultural heritage in towns and cities across the region.	(iii) Number of cities with ICDSs rises significantly to more than 80% in three to five years. (iv) Networks of local authorities are actively involved. (v) Number of local action plans connected to ICDSs rises significantly in three to five years.

ACTION 2: TO EDUCATE & STRENGTHEN CAPACITY

Objective: To promote and support planning and design education, and build capacity that supports the objectives of this Action Plan

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
To promote and support planning and design capacities in the region.	(i) Comprehensive list of planning and design schools in the region.	(i) Identification of key schools and universities across the region.	(i) A list of local and international universities and other research institutes is compiled and constantly updated.
	(ii) Conference/ networking events/ community building exercises.	(ii) Organization of a conference with heads of schools of architecture and urban planning, seeking the adoption of a joint declaration subscribing to this Action Plan, committing to the organization of training and capacity building courses, programmes, and summer schools, and agreeing to work towards the review, updating and convergence of curriculums. (iii) Organization of an international conference on port cities in the Mediterranean in collaboration with the Association for the Collaboration between Ports and Cities (RETE) (iv) Organization of inter-university workshops, focusing on real contexts and results that could inspire elected officials and local project promoters (e.g. AVITEM Tangier-Tetouan workshop).	(ii) A conference with heads of schools of architecture and urban planning from the region is organized: a joint declaration is adopted, subscribing to this Action Plan and committing to the organization of training and capacity building courses, programmes, and summer schools, and agreeing to work towards the review, updating and convergence of curriculums. (iii) An international conference on Mediterranean port cities is organized. (iv) A substantial number of inter-university workshops are organized.
	(iii) Curriculum coordination/ curriculum updating/ mutual learning.	(v) Updating and coordination of the curriculums of urban planning and architecture schools, seeking mutual learning and exchange of knowledge.	(v) Curriculums of planning, design and policy schools in the region are analyzed and are found to have been updated, addressing issues contained in this Action Plan.
	(iv) Mediterranean Sustainable Urbanization Knowledge Hub.	(vi) Establishment of a working group towards a Mediterranean Sustainable Urbanization Knowledge Hub (same as ACTION 3: TO ENVISION & GOVERN TOGETHER), based at a partner university, aiming to monitor urbanization in the Euro-Mediterranean region, to monitor the progress in the implementation of this Action Plan and to support policymaking at national level.	(vi) A working group is established for setting up a Mediterranean Sustainable Urbanization Knowledge Hub, and the hub is set up at one of the partner universities.
	(v) Mediterranean Heritage Knowledge Hub.	(vii) Establishment of a network for Urban World Heritage cities in the Euro-Mediterranean region (Mediterranean Heritage Knowledge Hub), collaborating on the 2011 UNESCO Recommendation on the Historic Urban Landscape and projects, including heritage protection and peer-to-peer learning and exchange of experiences for local, regional, and national policymakers on the financing and management of the conservation and re-use of built heritage in cities in line with circular economy models. This would enable better management of heritage and encourage better integrated city development strategies (ICDSs). Study visits and exchanges could provide training, mobilize knowledge and foster innovative and tailored solutions.	(vii) Partner universities, organizations or associations develop a proposal for the establishment of a Mediterranean Heritage Knowledge Hub in partnership with UNESCO. A network for Urban World Heritage cities in the Euro-Mediterranean region (Mediterranean Heritage Knowledge Hub) is established.
	(vi) Capacity building workshops.	(viii) Organization of short capacity building workshops, to be led by a network of local and international universities and partners, e.g. AVITEM.	(viii) A substantial number of short capacity building workshops are organized in several UfM Member States.
	(vii) Design-focused workshops and planning exercises.	(ix) Organization of design-focused planning exercises based on the UN-Habitat Global Network of Urban Planning and Design Labs.	(ix) A substantial number of design-focused planning exercises based on the UN-Habitat Global Network of Urban Planning and Design Lab are organized in several UfM Member States.
	(viii) Massive Open Online Courses (MOOCs).	(x) Organization of online urban planning and design education via MOOCs (massive open online courses).	(x) A MOOC on planning and design that addresses issues raised in this Action Plan is organized.
	(ix) Sector-focused summer schools/ short courses.	(xi) Organization of a summer school on coastlines and port cities for young policymakers.	(xi) A summer school on coastlines and port cities for young policymakers is organized.
	(x) Living Labs.	(xii) Organization of heritage-focused Urban Living Labs.	
	(xi) Policy Labs.	(xiii) Organization of Policy Labs focused on the implementation of this Action Plan.	(xii) A substantial number of Policy Labs focused on the implementation of this Action Plan are organized.
	(xii) Erasmus+ funded on-the-job training programmes.	(xiv) Organization of Erasmus+ capacity building programmes in the field of higher education (the European Commission's Education, Audiovisual and Culture Executive Agency).	(xiii) A substantial number of Erasmus+ capacity building programmes are organized.

ACTION 2: TO EDUCATE & STRENGTHEN CAPACITY

Objective: To promote and support planning and design education, and build capacity that supports the objectives of this Action Plan

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
	(xiii) Other on-the-job training programmes.	(xv) Establishment of a pilot training programme, following the Medinatouna capacity building programme, in partnership with UN-Habitat and national universities.. (xvi) Organization of short and long term activities (workshops and short courses) to promote conservation of World Heritage sites and valuable national heritage. (xvii) Organization of territorial expertise workshops in metropolitan, rural and Sahelo-Saharan contexts, focusing on the interface between different institutional levels (e.g. AVITEM territorial expertise workshops).	(xiv) A pilot training programme like the Medinatouna programme is established. (xv) A substantial number of short and long term activities (workshops and short courses) to promote conservation of World Heritage sites and valuable national heritage are organized. (xvi) A substantial number of territorial expertise workshops in metropolitan, rural and Sahelo-Saharan contexts are organized.
	(xiv) Summer schools/ short courses.	(xviii) Organization of summer schools and workshops by partner universities for young planners, urban policymakers, and designers to discuss and apply this Action Plan in a research and design studio setting. (xix) Organization of summer schools for spatial planning and design students from the region.	(xvii) A substantial number of summer schools and workshops are organized in several UfM Member States. (xviii) A substantial number of capacity building courses and summer schools are organized by partner universities.

ACTION 3: TO ENVISION & GOVERN TOGETHER

Objective: To promote community and stakeholder engagement and co-creation of shared visions for the region. To promote cross-border cooperation and coordination, and the exchange of knowledge between local and national planning authorities

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
To promote community and stakeholder engagement in planning for the creation of shared visions for the Euro-Mediterranean region, at national and local levels.	(i) Making an inventory of knowledge platforms.	(i) Making an inventory/overview of the existing knowledge platforms or hubs hosting open data on cities and territories in the Euro-Mediterranean region.	(i) An overview of the existing knowledge platforms or hubs hosting open data on cities and territories in the region is produced.
	(ii) Inclusion of citizen participation and stakeholder engagement frameworks in NUPs and ICDSs.	(ii) Mapping of participatory/engagement tools and mechanisms across the region. (ix) Platforms for the engagement of local communities in actions in historic cities and urban centres, including properties on the UNESCO World Heritage List	(ii) Engagement of local communities is evidenced in actions and projects in the region. A report on community and citizen engagement is produced and updated every five years. (x) Evidence of community engagement in a number of historic cities and urban centres is documented by UNESCO and a report is published and updated every five years.
	(iii) Promotion of good governance and community participation in NUPs and ICDSs. (iv) Design of metagovernance frameworks (transnational policy frameworks and multi-stakeholder partnerships at national and local levels) for key action areas, including: climate action, spatial justice, urban identity and form, cultural heritage as a resource for sustainable urban development, community engagement and democratic participation.	(iii) Creation of a "Citizen Engagement Index" across cities in the region, based on the OECD Better Life Index (Civic Engagement)(OECD, 2019a) and the Economist Intelligence Unit Civic Engagement Index (EIU, 2018), and promotion of citizen participation thresholds.	(iii) A comparative analysis of the existence, modality, and efficacy of citizen engagement tools across the region is conducted. (iv) A "Citizen Engagement Index" is created and updated every five years.
	(v) Showcasing of best practices.	(iv) Cataloguing of best practices in citizen and stakeholder engagement.	(v) An updated catalogue of best governance practices across the region is published every five years.
	(vi) Making an inventory/overview of the existing knowledge platforms or hubs hosting open data on cities and territories in the Euro-Mediterranean region.	(v) Comparative analysis (including contextualization) of spatial planning governance models across the region.	(vi) A report on spatial planning governance models in the region is published and updated every five years.
	(vii) Governance workshops.	(vi) Workshops on governance and institutional learning.	(vii) A number of workshops on governance and institutional learning are organized.
	(viii) Networking events.	(vii) Brainstorming meeting(s) on the establishment of a Mediterranean Sustainable Urbanization Knowledge Hub. (viii) Brainstorming meeting(s) on the establishment of a Mediterranean Heritage Knowledge Hub.	(vii) A number of workshops on governance and institutional learning are organized. (viii) An MoU for the establishment of a Mediterranean Sustainable Urbanization Knowledge Hub is signed. (This is a shared action with ACTION 2).

ACTION 4: TO CONNECT & PROTECT

Objective: To promote the conception and implementation of urban and peri-urban infrastructures that support cross-border integration around the region. To improve the region's infrastructure interoperability for better connectivity, and for better resilience in case of natural disasters or conflict

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
(i) To recognize and address the specificities of Mediterranean territories by using strategic territorial diagnoses to understand territorial functionality, vulnerability, and potential.	(i) Digital Innovation Hubs, Living Labs, and ICT tools and skills for fighting climate change and addressing extreme weather events, relying on data and urban platforms.	(i) To map the impact of climate change on coastlines and coastal (port) cities through sea-level rise and on hinterland cities through droughts, floods, and other changing water and environmental patterns, and reinforce climate-induced coastal disaster resilience.	(i) A comparative report on the impact of climate change on coastlines and coastal (port) cities and on hinterland cities due to droughts, floods, and other changing water/environmental patterns, is published. (ii) A report on disaster resilience against the impact of climate change on coastlines and coastal (port) cities is published every 3 years, building upon work already done by MedECC.
(ii) To promote and support urban and peri-urban infrastructure and spatial interventions that integrate countries around the region, focusing on sustainable management of shared resources (including the Mediterranean Sea and ecosystem services), commerce and mobility around the notion of port cityscapes and the interoperability of the region, while addressing issues of common concern.	(ii) NUPs and ICDSs incorporating provisions for urban and peri-urban infrastructure and spatial intervention that integrate countries around the region, while addressing issues of common concern, such as climate crisis and water stress.	(ii) To integrate cross-border cooperation provisions in NUPs. (iii) To develop regional interoperability strategies [integrated in NUPs].	(iii) Cross-border cooperation provisions are integrated in NUPs, with a focus on infrastructure and spatial interventions that help integrate countries around the region, while addressing issues of common concern.
(iii) To promote cross-border cooperation and coordination, and voluntary knowledge exchange between local and national planning authorities regarding the planning, design and sustainable management of key regional infrastructures and resources.	(iii) NUPs and ICDSs highlighting urban nodes (where the transport infrastructure, such as ports including passenger terminals, airports, railway stations, logistic platforms and freight terminals located in and around urban areas, is connected with other parts of that infrastructure and with the infrastructure for regional and local traffic) and cross-border sections (which ensure the continuity of projects of common interest between the nearest urban nodes on both sides of the border of two UfM Member States or between a UfM Member State and a neighbouring country), in particular those identified in the future mutually agreed indicative map of the Trans-Mediterranean transport network (TMN-T) and its connection with the Trans-European Transport Network (TEN-T) (European Commission, 2015b; OECD, 2021). (iv) Water-related partnerships to achieve SDG 6 in urban areas, including for enhancing the degree of integrated water resources management (IWRM) implementation (Indicator 6.5.1), and to facilitate commercial shipping.	(iv) To factor into NUPs and ICDSs urban nodes and cross-border sections, in particular those identified in the future mutually agreed indicative map of the Trans-Mediterranean Transport Network (TMN-T) and its connection with the Trans-European Transport Network (TEN-T).	(iv) Urban nodes integrated into TMN-T corridors are identified in NUPs and ICDSs as a constitutive element of the TMN-T and its connection with TEN-T to foster the integration of the network into urban circumstances like spatial structure, economy and regional development.
(iv) To promote strategic macro-regional thinking and macro-regional governance of critical infrastructure. (shared action with ACTION 3).	(iv) Macro-regional visions outlined in international Policy Labs. (v) Policy Labs (e.g. Policy Lab organized by the European Urban Knowledge Network (EUKN) on port cities).	(iii) To develop regional interoperability strategies [integrated in NUPs].	(v) NUPs that show evidence of regional interoperability strategies. A report on NUP adequacy to interoperability strategies is published every 3 to 5 years.
(v) To provide gateway-cities (equipped with a port or an airport) and cities engaged with global trade with the capacity to endure disruptions and threats	(vi) NUPs and ICDSs highlighting urban nodes (where the transport infrastructure, such as ports including passenger terminals, airports, railway stations, logistic platforms and freight terminals located in and around urban areas, is connected with other parts of that infrastructure and with the infrastructure for regional and local traffic) and cross-border sections (which ensure the continuity of projects of common interest between the nearest urban nodes on both sides of the border of two UfM Member States or between a UfM Member State and a neighbouring country), in particular those identified in the future mutually agreed indicative map of the Trans-Mediterranean transport network (TMN-T) and its connection with the Trans-European Transport Network (TEN-T) (European Commission, 2015b; OECD, 2021).	(v) To map the coastal geohazard risks in coastal (port) cities to reinforce coastal geo-disaster resilience.	(vi) Coastal geohazard risks in coastal (port) cities are mapped and a report is published every 5 years. (vii) A report on geohazard disaster resilience is published every 3 years.
(vi) To consolidate the links between metropolitan areas and the surrounding cities likely to support them and strengthen their capacity for resilience in the event of economic, social, or environmental crises.	(vii) Regional and metropolitan design and policy labs that address the integration of large metropolitan areas with their surrounding regions, while addressing climate change, agricultural land management and sustainable water resources management.	(vi) To organize metropolitan design and policy labs addressing the integration of large metropolitan areas with their surrounding regions, while addressing climate change, agricultural land management and sustainable water resources management.	(viii) A substantial number of metropolitan design and policy labs addressing the integration of large metropolitan areas with their surrounding regions are organized.
(vii) To integrate built heritage in disaster reduction plans and to ensure the development of disaster risk reduction plans for urban heritage, in particular properties on the UNESCO World Heritage List.	(viii) Joint activities with the UNESCO Chair on Water, Culture and Historic Urban Landscapes, aiming to increase capacity on the integration of built heritage in disaster risk reduction plans.	(vii) To conduct capacity building activities aiming to increase capacity on the integration of built heritage in disaster risk reduction plans.	(ix) Urban heritage in the Euro-Mediterranean region is mapped and analysed for geohazard risks, and disaster risk management plans and strategies are developed. (x) A substantial number of capacity building activities aiming to increase capacity on the integration of built heritage in disaster risk reduction plans are organized by UNESCO and partners.

ACTION 5: TO IMPLEMENT & MANAGE

Objective: To promote the design of integrative strategic projects for cities in the Euro-Mediterranean region in a set of thematic axes of intervention. To implement common frameworks for project management

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
(i) To promote integrative territorial vision and strategy-making across sectors around priority thematic axes of intervention (shared with ACTION 2).	(i) The integration of inter-sectoral governance tools in NUPs (national urban policies) and ICDSs (integrated city development strategies) (shared with ACTION 1).	(i) To encourage National Ministries to adopt this Action Plan and the Axes of Intervention proposed therein as guidelines for vision and strategy-making at national and local levels, including provisions in NUPs and ICDSs (in tandem with ACTION 1).	(i) This Action Plan and the Axes of Intervention proposed therein are adopted by National Ministries and included in NUPs and ICDSs.
(ii) To promote the Framework for Project Description and Evaluation (Annexe A) as a central identification tool and reference checklist for project identification and labelling by the UfM and its partners.	(ii) The Framework for Project Description and Evaluation (Annexe A) provided by the UfM Action Plan.	(ii) To identify, recognize and promote regional initiatives or projects being implemented in the region, in particular those awarded the UfM project label, as examples of tools to reach the agreed objectives of this Action Plan. (iii) To create an inventory of and classify integrative strategic initiatives or projects for selected cities in the region according to the nine axes of intervention described in this Action Plan.	(ii) A substantial number of projects are identified and described using the Framework for Project Description and Evaluation (Annexe A).
(iii) To disseminate the framework widely, familiarizing partner organizations, IFIs and donors with it.	(iii) The role of the UfM in supporting regional initiatives and projects.	(iv) To organize policy labs to prepare public officials to use the Framework for Project Description and Evaluation (Annexe A) as a tool for project management, in tandem with ACTION 2.	(iii) A substantial number of workshops and policy labs are organized by Member States.
(iv) To support the preparation and access to finance of labelled projects.	(iv) The European Fund for Strategic Investments (EFSI) projects, led by the European Investment Bank (EIB), which aims to overcome the current investment gap in the EU, as one of the three pillars of the Investment Plan for Europe that aims to revive investment in strategic projects around the continent. (v) The City Climate Finance Gap Fund, designed to support cities in developing countries and emerging markets in the preparation of climate-friendly and resilient infrastructure projects, particularly in the early stages (IUC, 2020).	(v) To organize training workshops for public officials to apply for funding opportunities.	(iv) A substantial number of training workshops are organized by Member States.
(v) To promote cooperation and exchange of knowledge on how to design and manage strategic projects (shared with ACTIONS 1, 2, 3, 6).	(vi) UNESCO World Heritage City Labs' work to integrate urban heritage conservation and sustainable urban development, in collaboration with the UNESCO Chairs and UNESCO Category II Centres. (vii) City Design Workshops, based on the City Labs methodology developed by URBACT: plenary, (intro/scene setting); "stars and bars" exercises; "fishbowl" sessions; and parallel workshops focused on a specific theme and case studies, allowing for triangulation with partners from the larger international network. (viii) Planning by Design Workshops based on UN-Habitat Urban Labs methodology (UN-Habitat, 2014b). (ix) Intensive use of citizen assemblies for collective vision-making, inspired by experiences such as the French Citizens' Convention on Climate (CCC, 2019). (x) The OECD & International Transport Forum's "New Paradigm for Urban Mobility" (OECD & ITF, 2015). (xi) The Green Climate Fund (GCF, 2021), dedicated to helping developing countries reduce their greenhouse gas emissions and enhance their ability to respond to climate change, in coordination with EIB.	(vi) To organize "City Design Workshops" to integrate different issues in project management strategies (heritage, mobility, climate action, citizen participation, collective vision-making).	(v) A substantial number of City Design Workshops are organized by the Universities Network.
(vi) To identify good practices and notable examples of integrated project conception, design, and implementation (ACTIONS 1,2,3,6).	(xii) A catalogue of inter-sectoral strategies for urban regeneration and development across the region.	(vii) Create an inventory of UfM-labelled or other integrative initiatives or projects in the region, based on the Framework for Project Description and Evaluation (Annexe A).	(vi) An inventory of exemplary or labelled integrative initiatives or projects in the region is published.

ACTION 6: TO MONITOR AND COMMUNICATE

Objective: To establish a results-based, systematic evaluation, monitoring and reporting system in the Euro-Mediterranean region. To establish a system for peer review and monitoring of project design and implementation, through the constitution of a network of partner cities and universities

KEY OBJECTIVES	KEY TOOLS	PROPOSED ACTIONS (2021-2040)	CRITERIA OF SUCCESS
(i) To formulate benchmarks of success based on the several policy frameworks used for the formulation of the Action Plan, with an emphasis on SDG indicators tailored to the Mediterranean context.	(i) Results-based programming, budgeting, management, monitoring and reporting (RBM) approach, as implemented by UNESCO (UNESCO, 2019b).	(i) To design a UfM sponsored project management and results assessment framework based on UNESCO's RBM approach, incorporating principles of metagovernance (coordination of hierarchic, networked and market governance, following principles established experimentally in Meuleman (2020).	(i) A UfM-sponsored project management and results assessment framework, based on UNESCO's RBM approach and incorporating principles of metagovernance, is designed, tested, and refined in a considerable number of projects, allowing for institutional learning.
(ii) To monitor cohesion and coordination of metagovernance (coordination of network governance, hierarchic governance, and market governance).	(ii) Metagovernance evaluation methods proposed by Meuleman (Meuleman, 2020, p. 214).	(i) To design a UfM sponsored project management and results assessment framework based on UNESCO's RBM approach, incorporating principles of metagovernance (coordination of hierarchic, networked and market governance, following principles established experimentally in Meuleman (2020).	(i) A UfM-sponsored project management and results assessment framework, based on UNESCO's RBM approach and incorporating principles of metagovernance, is designed, tested, and refined in a considerable number of projects, allowing for institutional learning.
(iii) To monitor the implementation and success of projects effectively, by integrating lessons learned in decision-making.	(iii) The UfM Framework for Project Description and Evaluation (Annexe A) (shared with ACTION 5).	(ii) To review and refine the UfM Framework for Project Description and Evaluation (Annexe A), following utilization for a substantial number of projects in UfM Member States. (iii) To integrate lessons learned in the design of a UfM-sponsored results-based project management framework.	(ii) The UfM Framework for Project Description and Evaluation (Annexe A) is applied to a substantial number of projects in UfM Member States and adjusted and refined. An updated version is published.
(iv) To measure progress in the implementation of urban-related SDG indicators and the New Urban Agenda, resulting from implementation of this Action. (This complementary objective could be the task of the Mediterranean Sustainable Urbanization Knowledge Hub, mentioned in ACTIONS 2 and 3.)	(iv) Global indicator framework for the SDGs and targets of the 2030 Agenda for Sustainable Development (UN, 2017; UNStats, 2020) and the SDGs Global Dashboard (UN, 2020).	(iv) To organize workshops and short courses for public servants to increase capacity for better SDG monitoring. (v) To strengthen supportive frameworks and capacity development for better SDG monitoring, both at national and local levels (National Ministries, the UfM partner network) in the frame of key priorities identified by the Action Plan.	(iii) A substantial number of capacity building workshops are organized. (iv) The quality of SDG monitoring is assessed via existing evaluation frameworks and indicators. Results are published every three to five years.
(v) To implement the UNESCO Culture|2030 Indicators to assess and enhance the role of cultural heritage and creativity at the urban level.	(i) Results-based programming, budgeting, management, monitoring and reporting (RBM) approach, as implemented by UNESCO (UNESCO, 2019b).	(vi) To establish and monitor basic definitions in spatial planning in UfM Member States through the compilation of a report.	(i) A UfM-sponsored project management and results assessment framework, based on UNESCO's RBM approach and incorporating principles of metagovernance, is designed, tested, and refined in a considerable number of projects, allowing for institutional learning.
(vi) To strengthen the coordination of national statistical systems, with the adoption of common statistical and planning definitions (alongside national definitions) and alignment of assessment methods across UfM Member States.	(v) The INSPIRE Directive (Infrastructure for Spatial Information in the European Community (European Commission, 2007).	(vii) To organize a workshop with statistical agencies and Ministries responsible for spatial planning from UfM Member States to discuss the adoption of common definitions and methodology. (viii) To strengthen the coordination of national statistical systems.	(v) Common functional statistical definitions are agreed between UfM Member States' statistical offices and spatial planning ministries. A report on convergence of statistical and spatial definitions is published. (vi) National statistical capacities are strengthened and expanded. (vii) A substantial number of workshops on urban indicators are organized.

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