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**Sustainability actions in
Mediterranean Countries
through cooperation
partnership: the case of the
project PAMLED**

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1. Introduction

The Mediterranean is the largest European sea, shared by 460 million people living in its 22 countries and territories and is visited by some 275 million more every year. According to the 2009 UNEP/Plan Bleu [1], the shores of the Mediterranean basin account for 5.7% of the world's land mass, 7% of the world's population and 12% of world GDP. But despite its richness, the Mediterranean region represents one of the most vulnerable environments in the world, accounting also for 60% of the world's "water-poor" population and 8% of global carbon dioxide emissions. Sustainable development is a global objective for the Mediterranean countries.

The Mediterranean coastal regions are also the part of the basin which has undergone the most dramatic alterations due to the rapid change of demographic trends, the new socio-economic conditions prevailing (which favour higher consumption of natural resources), but also due to the new technologies including transport (new roads, new types of ships, new harbours, etc) [2]. Besides, an increasing waste production and pollution, closely related to a conspicuous loss in biodiversity, was evidenced [3]. A greater commitment in the reduction of inequalities and also in assisting the poor countries' development, was emphasized and expected at global level [4, 5, 6]. Moreover, the need to change unsustainable production and consumption patterns was warmly advised in order to protect and manage natural resources sustainably, to safeguard health and integrate the objective of sustainable development more effectively into the process of globalization, as confirmed by the Marrakech process [7, 8].

The environment in the Mediterranean frequently constitutes the basis for the local development, and consequently it is very important to counteract and minimise the potential environmental degradation processes that already give rise to very high economic and social costs. The Mediterranean countries, mostly the regions of the South and East, can plan and manage their development in a sustainable perspective. The potential increase in environmental pressures on Mediterranean coastal regions over the coming 20 years is considerable, particularly in the tourist sector: indeed tourism induced an increase not only in transports, also in urban development and sprawl, energy infrastructures, etc. [9]. Besides, a continued spread of unsustainable production and consumption patterns is likely to increase the environmental costs dramatically, which already account for 3-5% of GDP [10]. The environment should not be considered as an additional constraint, but as a driving force, an asset and an incentive to improve the local development [11].

The Mediterranean peoples are now much more aware of the threats to their environment, their unique natural and cultural heritage, as evidenced by the high number of policies which have been adopted in almost all Mediterranean countries in order to provide specific solutions to these problems [12]. Most Mediterranean economies, which have been insufficiently dynamic in the last 20-30 years compared to other regions of the world, today are experiencing critical level of unemployment (ranging between 8-25%). Poverty is closely related to the employment situation, as well as changes which marginalize categories of society, such as the very rapid transformation of the crafts and rural sectors. Social issues are also a major concern, particularly in the southern and eastern Mediterranean countries: in spite of progress, they are still backward in terms of literacy and gender equality. Although there are relatively little extreme poverty situations, mostly in rural areas, poverty is still a dominant problem in many Countries. The situation is aggravated by the un-equitable distribution of wealth. The populations of many southern and eastern Mediterranean countries also suffer from insufficient access to safe drinking water and sanitation. The pattern of economic growth of the Mediterranean Partner Countries is increasingly relying on the ability of their industrial activities to face up to the competitive challenges of the EU markets, by complying with increasingly high quality standards and performance requirements. On the one hand, this is curbing a phenomenon as the Kuznets curve, that explains how the increase in production and economic output of a Country can lead to a corresponding increase in the polluting emissions and resource consumption, especially in the early phases of the industrial development process. Therefore, the industrial growth is deemed to negatively impact on the environment. On the other hand, in order to be fully integrated in the economy of the Developed Countries and have access to the EU market at socially acceptable conditions, the industrial production of the Mediterranean Countries, and the products it offers, must increasingly comply not only with performance and quality standards, but also with environmental quality requirements.

The challenge of globalization requires widespread regional cooperation, political stability, efficient governance and social protection. Yet the situation of the Mediterranean Countries in fulfilling these conditions is very asymmetrical. The Mediterranean European Countries are facing the challenges of globalization with the strong backing of the EU. The southern and eastern Mediterranean Countries, which are of course faced with the same challenges of globalization, do not benefit from such dynamic regional cooperation. Established in 1995, the Euro-Mediterranean Partnership still needs a collective vision of sustainable development, besides of an appropriate resources and commitment [13]. This situation is closely related both to the inadequate levels of North-South and South-South cooperation and also to the continuing conflicts, especially in the Near East, even though some longer-term political solutions appear to be emerging. In view of the slowness of democracy to spread, governance is weak and much needed political and structural reforms, particularly to improve respect for human rights and gender mainstreaming, are not being adopted sufficiently rapidly. If the relevant reforms will not be quickly implemented, the differences between the two shores of the Mediterranean will result in growing instability and may accentuate the existing levels of social and economic asymmetry. A possible alternative is to maximize complementarities and opportunities between the North and the South, in the context of joint and differentiated processes of sustainable development, to optimize the positive effects of

globalization. The European Neighbourhood Policy (ENP) could be the right direction [14, 15, 16]. The ENP seeks to deepen political cooperation and economic integration between the EU and its immediate neighbours and to promote and support better governance and reform in Mediterranean countries. Through mutually agreed Action Plans and cooperation projects, the EU and its ENP partners will address issues of common interest and devise measures beneficial to economic growth and social cohesion, raising living standards and protecting the environment, thereby contributing to the long-term goal of sustainable development in the Mediterranean region [17].

2. The Project PAMLED – Background

Considering that the Mediterranean basin possesses a wide range of different and frequently critical socio-political, economical and environmental assets, many cooperation projects were developed between the Mediterranean countries in order to support their development, with a particular attention on natural and cultural enhancement, economic promotion and local sustainable development pursue. In this general framework the Project PAMLED (“Building Effective Partnerships among European and Mediterranean Municipalities for Local Economic Development Promotion”) was conceived in 2006 and carried out since.

The Project PAMLED (began in November 2006) is co-financed by the European Commission within the funding lines of the Med-Pact Programme (“Local Authorities Partnership Programme in the Mediterranean”) in an amount of 450.000 € to promote the cooperation among Mediterranean Countries (overall amount 562.500 € thanks to co-financing of all partners).

Taking into account the peculiarities of the different partners involved, the Project PAMLED aimed to develop and strengthen the capability of three Mediterranean partners (the City of Marrakech - Morocco, and of the Municipalities of Sin El Fil - Lebanon and Bodrum - Turkey) to manage and promote their local development, and also to implement innovative ways to respond to their problems and issues in different action fields (i.e. “Planning and Management” and “City Marketing”). For these purposes the Project was organized in four main phases, realized over three years:

- PHASE I: Key team project identification and preparatory activities, Local stakeholders involvement and detailed needs identification;
- PHASE II: Working Groups Constitution and Pilot Projects Plan Drafting;
- PHASE III: Implementation of the pilot projects that could strengthen or create a local service;
- PHASE IV: Follow up, Dissemination and Project evaluation.

The strengthening of the Mediterranean partners' capabilities was firstly based on the ‘collective learning’, achieved by the constitution of a lasting partnerships with five European partners (Municipalities of Prato, Lucca, Brtonigla, Rio Marina and the City of Skopje), and reached through the recognition and the exchange of the most significant experiences and expertises gained on particular fields by the European partners. Needs and priorities of each Mediterranean partner were previously identified and specific pilot actions were elaborated in order to contribute to a sustainable development and exploitation of local resources. In this context, the proactive involvement of local citizens and of the civil society played an important role to implement the pilot projects, contributing to bring in added value to the whole Project. Particular care regarded the promotion of environmental protection, the enhancement of local tangible (environment, cultural heritage, planning and promoting of economic potentialities, etc) and intangible (culture, traditions, etc) assets.

In the following sections, we will detail the different pilot projects carried out by the three Mediterranean partners, evidencing the main results achieved by their implementation in the different fields of action.

It is worth mentioning that a basic principle in designing the pilot initiatives has been to bridging the gap between theory and practice by drafting pilot projects related to the topics identified in the First Year of implementation. As well as to avoid an inefficient overlapping with existing national or international interventions and to integrate them with other Actions already being implemented in each of the three Mediterranean Partner territories.

In fact, a process of validation of the pilot projects as proposed by the Mediterranean partners was necessarily carried out. It involved the representatives of the local authorities, through a participatory approach with all other potential stakeholders and actors of each territory, and the carrying out of field visits of technical assistance by the PAMLED Project Manager, accompanied by the respective member of the Scientific Committee responsible for each of the Mediterranean Partner territories.

2.1 Youth Development Strategy in Sin El Fil (Lebanon)

In Lebanon, as a consequence of the Taif agreements of 1989, that represented the end of the civil war that disrupted the country for more than 20 years, an administrative reform to assist a process of decentralization of administrative competencies between the central and municipal levels of government has been envisaged among the necessary steps to be carried out to support the return to normalization in the Country.

The administrative reform focused on the importance of decentralization in order to allow wider participation and empower local authorities and their capabilities to manage their territories and reach the citizens in a more autonomous way with respect to the central government level. Unfortunately, this reform has not entered into force yet despite different laws and various pressures by national and international stakeholders. It means that the typical functions often granted to the local authorities (municipalities are around 950 in a country as large the size of the Region of Umbria in Italy - where there are only 92 municipalities) are managed by the central government, thus creating a dysfunction in the distribution and management of financial and economic resources, an overlap of competences among the various levels of government that cause strong tendency to remove responsibility and legitimacy from the role of local administrators regarding politico-technical decisions taken in other headquarters, but also a sense of detachment of citizens from their own municipality that is not considered as a central point of reference for services meeting needs, but rather a mere “tax-collector” and a bestower of incomprehensible bureaucratic procedures.

As it has been put into evidence also by the Omsar [18], the lack of professionals and skilled civil servants is also one of the main obstacles to the application of the administrative reform in a country that highly demands decentralization to meet the needs of all citizens despite their religious belonging.

In this framework, the Municipality of Sin el Fil, located in the metropolitan area of Beirut, represents a good exception to this scenario and the actions promoted by this pilot project demonstrated that it is possible to start-up administrative and strategic reforms to work in a more pro-active way for the wellbeing of the community.

When stressing its priorities within the PAMLED objectives, the Municipality of Sin El Fil made it clear that it would focus to review its economic potentiality and work strategically to support the growth of specific economic categories and on economic planning. An approach to allow the Municipality to began responding to the citizens' priorities and shape its role of direct responsible authority for the community.

Initially, the Municipality of Sin El Fil intended to propose an ambitious pilot project aimed at setting up a Youth Business Incubator. In fact, due to the length of the administrative procedures needed to identify the suitable building and allocating the necessary internal human resources to manage the structure and its activities, the Municipality, in consultancy with its European Partners and technical experts, agreed to re-define its original plan and respond to the needs of drafting sound policies of economic development addressed to the young population, by planning a mid-long-term urban and social strategy, instead.

Therefore, Sin El Fil, supported by the PAMLED network, defined its Pilot Project in the field of economic development and Strategic Planning of its territory by focusing on youth entrepreneurship as an approach to reduce the current flow of brain-drain affecting its territory. The plan is based on a similar approach experienced by the Municipalities of Prato, Skopje and Brtonigla, where similar “Youth Action Plans” have been experienced in Croatia and Skopje in the years 2000, and in Prato since 2006, although with different administrative elements and taking into consideration the different socio-political and historical backgrounds of the these areas.

To work towards this direction, the Municipality of Sin El Fil required to put in place the initial steps of a multi-direction strategy targeting potential young entrepreneurs with a development plan and an *ad hoc* business opportunity plan comprising three fields of action: i. Social Economic Analysis in Sin El Fil Baldeh (one of the four suburbs composing the Municipal territory); ii. Local Development Youth Plan; iii. Youth in Business (Open Competition on the Best Business Ideas).

Applying the same city-to-city partnership approach envisaged by PAMLED, the technical staff of the Municipality of Prato (Italy) and of the City of Skopje (Macedonia) accompanied Sin El Fil in setting the start-up of a pilot project responding to the need of the Municipality itself to outline a youth entrepreneurship strategy as an approach to reduce the brain drain in the area; as well as identifying the bases of a future comprehensive strategic plan focusing on their socio-economic development.

The city-to-city approach in this Pilot Project offered good practices on the dissemination of intervention models that provide resources, support and opportunities in the areas of employment and education, helping youth identifying their skills, preparing for job interviews and entering the job market. Great emphasis was given to the importance of communicating to youth what was going on and to spread the voice about the competition at local level. This suggestion was crucial and meetings were organized among the Municipality, universities and high schools to motivate students to participate. This is an important action to be carried out in a context where usually there is a huge need for bridging the local communities with their administrators.

Direct beneficiaries targeted with the three Actions:

- 2.800 households interviewed and monitored;
- 1.200 business stakeholders interviewed and monitored;
- Around 50-60 young people involved;
- Municipal citizens' associations, local economic stakeholders involved;
- The University of Lebanon;
- The Municipality of Sin El Fil internal staff (18 councillors, 40 administrative/technical staff);
- The Municipal staff of the Cultural Centre (around 10 staff members).

Activities carried out within the Pilot Project:

Action 1: On-field data collection to assess Sin El Fil Baldeh social - economic situation

1. Drafting of questionnaires
2. Software development
3. Selection and Training of the interviewers
4. Communication actions addressed to the community
5. Field Interviews/Data Collection
6. Data Entry
7. Analyses of outputs

Action 2: Development of the Local Development Youth Plan

8. Analysis of the social-economic outputs
9. Identification of specific actions
10. Community meetings to Present the Outputs

Action 3: Youth in Business

11. Selection of a Supervising Tutor
12. Ad Hoc Training of the Supervising Tutor
13. Mapping of business sectors in Sin El Fil
14. Identification of the Members of the Coordination Board
15. Drafting of Call for Proposal on Business Competition for Youth
16. Communication Plan
17. Training of Competition's Applicants
18. Selection of Best Business Ideas
19. Implementation of Business Ideas

Results/Strengths & Weaknesses

1. Sin el Fil Municipality ensured a strong level of participation and capability to involve and mobilize the territory and its different stakeholders (youth/local entrepreneurs/etc.) together with a deep knowledge of the priorities and needs of the population, far beyond the responsibilities actually assigned to local authorities in Lebanon. This understanding of their role and this positive attitude toward the project resulted also in the decision to co-finance the project by the Municipal budget, even if it was not required by the project itself.
2. Great efforts were made to "bridge" the local community with the local administration and attention was paid to ensure that all citizens were involved and reached by the benefits arising from the project, even if a new way of conceiving communication should still be foreseen for the next initiatives since citizens do not expect this kind of approach from their municipality.
3. Good involvement of other local stakeholders not included since the very beginning in the project but that accepted to become part of it (local enterprises, local business men, local universities, etc.).
4. Specific actions to attract the interest of the central government level and sensitize it toward the good job that the municipality is doing to reach its citizens should be envisaged to reinforce the institutional aspects and guarantee sustainability and eventually the possibility to replicate this kind of project in other parts of the country.
5. The socio-economic mapping of the suburb of Baldeh in Sin El Fil has been carried out positively, with 60% of households responding to the questionnaires drafted by the Municipality in co-operation with sociologists, and social workers, despite people's scepticism and often a difficult cooperation in responding to questions openly posed by Municipal officers, in a country where the last population census applied in 1932.

Project's multiplier effects and sustainability

1. The Municipal officers developed a solid capacity to think about their economic potentiality and care about the social needs of the community in strategic terms, planning for the medium/long-term, rather than coping with the management of the Municipal problems through "spot actions".
2. New skills acquired by the actors that were involved in the project management that have experienced a new way of working for the local community and thinking to their role in the community by coordinating their efforts internally, and promoting them externally in the territory in a comprehensive way. The motto became "we, the Municipality, are here for you".

2.2 Development plan of environmental communication to sensitize citizens on water consumption in Marrakech (Morocco)

The Urban District of Marrakech, extended over an area of 190.42 km² and with a population of 877,500 inhabitants in 2003, is a decentralized territorial entity with legal status and financial autonomy. The City of Marrakech has been managed by a single municipality (Municipal Charter of 1976). Marrakech is located in the region of Marrakech-Tensift-Al Haouz, one of the 16 regions of Morocco. Before 1992 the urban district of Marrakech was unified (Municipality of Marrakech), while between 1992 and 2002 the City of Marrakech was composed of five urban districts: the Municipality of Guéliz Menara, the Municipality of Medina, the Municipality of Méchouar Kashba, the Municipality of Ennakhil, the Municipality of Sidi Youssef Ben Ali and of another urban district.

In June 2007 the City of Marrakech achieved the environmental certification ISO14001:04, as the first African city and of the Arab world to have implemented an EMS certificate by an accredited third party organization, through an international project funded by the European Commission, within the LIFE-Third-Country Programme titled "Marrakemas".

According to the policies undertaken at the local and national level, and in light of the results obtained during the previous stages of the Project PAMLED, the pilot project, entitled "Development plan of environmental communication to sensitize citizens and carrying out of a sample of actions envisaged by the plan in the district of Guéliz of Marrakech" was drafted and implemented. The main objectives of the proposed pilot action were to contribute to the environmental education of the population for a sustainable and rational use of water (such as the decrease of water losses both in public and private spheres, the development of processes for the control of water consumption) by carrying out a public awareness campaign, and promoting eco-sustainable tourism encouraging the use of sustainable resources (particularly water). These objectives were in line with the evidenced needs to spread a new culture aimed at the respect for the environment and with a sustainable use of resources. The pilot actions were implemented in a selected district of the Marrakech city, the suburb of Guéliz, chosen on the bases of the results of an analytical study, carried out by the City administration in association with a local institute of technical expertise (Energy Concept sarl) in 2007 and 2008. The pilot actions were particularly addressed to the citizens of the suburb, its main public service companies and local actors that play an important role in the most characteristic and water management impacting sectors (Riads owners, Guest houses, Moorish Baths, Schools, Handicraft Trades, the RADEEMA, Companies delegated to clean the water basin, Associations for environmental protection in the district of Guéliz). The implementation of this pilot project profited of the suitable partnership with the city of Lucca (Italy), thanks to its experience in the sustainable use of resources, and also to its traditional environmental engagement. Moreover, Lucca had already been partner with Marrakech in the city certification-process. The fact of having once again a partnership with Lucca can be viewed as a way to ensure and reinforce the continuity of the environmental process by controlling the most important environmental aspects, in this case not only on the level of the municipality, but even at the level of the city. Thanks to the implementation of the pilot project, some interesting results have been achieved.

Firstly, a better knowledge of the use of waters and of the higher pressure sectors in terms of water consumption and the identification of specific measures and action for a sustainable management of waters.

This result was obtained by distributing specific questionnaires, and by implementing specific systems to monitor and measure the water consumption. The implementation of these devices permitted to regulate the flow of undeclared wells near the water basin. The implementation of the pilot project resulted also in an increased awareness and perception of the water problem by citizens and stakeholders alike, thanks to an efficient awareness campaign with public stands, posters, door-to-door leaflets. This action resulted also in an increased mobilization and awareness of some local actors around the water problem. Long-term results will comprise also a decrease in water costs and the extension of this water management model on the whole town or on other areas.

2.3 Waste management and tourism development in Bodrum Marina (Turkey)

Thanks to the mechanism of “city-to-city partnership”, developed under the Project PAMLED with the Municipality of Lucca (Italy), the Municipality of Bodrum carried out a pilot project titled “Environmental Awareness Action Plan”.

First of all a decision was made to determine the target area: with this objective the area between the Marina and the Castle was selected as the project area, while a decision of drafting an emergency action plan was taken. The selected area was considered ultimately suitable for information and awareness campaigns since the local population use this area intensively, allowing visual and informative materials to create higher performance results. The area had been visited to quantitatively determine the number of users, the waste collection potential resulting from the waste production of by its users, and the number of bins, containers, depots and collection bags available.

Then, a decision was made to determine the necessary quantities and costs in cooperation with the garbage collection company to place special-design bins adhering to ease-of-use and city safety rules to collect vegetable oil waste in the target area containing numerous restaurants and daily tour boats. Collectors have been involved in decisions through a process of holding regular meetings with the technical team of the Municipality of Bodrum.

Although it was mandatory according to the Turkish “Regulation on the Control of Packaging Waste”, due to the lack of people’s habits on waste differentiation and collection at the source, it was decided to add statements about penal provisions if incurring in violations of the rules and regulations, on all brochures and fliers distributed to boats and residences and, moreover, to clarify the article of Law applicable in this case. An operation concluded by consulting with the Municipal Legal Department.

Activities carried out within the Pilot Project:

- Informative and awareness raising efforts were carried on by using local mass media (radios, TV, newspapers).
- All communication channels - including billboards, warning signs, bulk mobile text messages and e-mail messages - were used in addition to special information and warning brochures.
- Special informative campaigns were carried out towards residences, restaurants and boats, progress and development were determined on site through regular visits and, moreover, campaigns were carried out in a user-friendly manner.
- In order to experience the good practices (approach of city-to-city partnership), the representatives and technical experts of the Municipalities of Bodrum and Lucca visited their respective towns in 2008 and 2009.
- Press conferences were held to develop awareness among the community on waste solid collection.

Results of the Pilot Project:

- Drafting of an awareness plan of action on solid waste, recycling and pollution among local people.
- Establishment of a trend of active participation by local stakeholder in the implementation of pilot project activities.
- Contribution to the acceleration of the recycled collection activities already started throughout Bodrum.

Strengths & Weaknesses:

The project represents a good input for the Cleaning Department which was created in 2005. Until then, in spite of some spot actions, the Department did not have previous opportunities to start up a real recycling policy on the territory. Before the present pilot project had been implemented, only some bins were located in the city, but not a real campaign was possible to support their efficient use. Instead, the current pilot project focused both on the dissemination of proper bins for recycling (material tool) and on the information/awareness aspects of its use.

The pilot project is placed in a context in which national authorities are demanding Municipalities to implement recycling process at local level. Therefore, it could represent a good step to give evidence of the Municipality skills and to be ready to extend the project activities to other areas of the City.

The municipal internal staff was directly involved in the campaigns and local people know them and ask for help when needed. The Cleaning Department staff were directly involved in the awareness meetings: this allowed a direct contact between people and the Municipal staff. A telephone number is highlighted on the campaign poster and, for instance, people call up when bins are full.

The most important element of the pilot project regarded the increase of people’s awareness. Indeed, it did not focus just on providing bins or the other material disposals, but large efforts concentrated on awareness raising tools.

The internal staff of the Municipality of Bodrum explained to the population involved how the recycling system was being implementing in order to facilitate its use. The campaigns were being currently implemented both along the Marina and in the Schools.

In conclusion:

- People from the shops and restaurants along the Marina knew the Project and shared its objectives (good level of local people involvement);
- Posters were advertised in every shop where the pilot project was being currently implemented (good project visibility);
- Boats owners and captains were happy to have this opportunity, as it is possible in other ports around the Mediterranean (good opportunity for the ships to recycle oil and dirty water);
- Bodrum has aligned its action with other Ports in the Mediterranean and in respect of the current EU legislation;
- Internal staff of the Municipality of Bodrum directly managed the project activities (“added value” of the pilot project).

On the other hand, one weak factor regards the current poor financing availability for the Municipality of Bodrum to extend the project to other areas of its territory.

Furthermore, a real long-term recycling process is not possible at the moment at local level, because of lack of a recycling plant in the Bodrum Peninsula. Even if waste collection would be possible - at least in the area where the pilot project has been implemented - the recycling process has to be reinforced through additional and sustainable financial resources and a sound coordination at regional and national level in Turkey.

2.4 Cultural heritage and archaeological tourism in Bodrum (Turkey)

Bodrum’s history lies in Halikarnasos, an ancient city founded in 3000 BC. The city of Halikarnasos was founded by the Dor colonies according to historian Herodotus, one of the city’s native citizens. Halikarnasos was a member of the Dor Confederation in 7th century BC, and afterwards hosted the Ionian population and culture. The city’s geographical location suited for marine and trade activities allowed it to grow and gain importance in a short period of time and rendered it an important trade center in every period in history. In 4th century BC, the Carian Ruler Mausolos moved from his capital Milas to Halikarnasos, rebuilding and enlarging the city.

Bodrum hosts a rich history, with numerous archaeological buildings and sites of which only a small part is dug out and the majority is still underground. However, the effect of these archaeological sites on Bodrum’s tourism activities is below the expected level.

For this reason within the Project PAMLED the pilot project entitled “Pre-feasibility Study on Cultural Heritage and Archaeological Tourism: *Alexander’s Footsteps*” was carried out, with the aim to conduct an assessment work of the archaeological sites which are known within the boundaries of the Municipality of Bodrum in view of their sustainable tourism enhancement.

Although the main authority responsible for the archaeological protection and development of sites in Turkey rests with the central government, the new Law on Municipalities passed in 2005 allows municipalities to carry out activities to preserve their historical and cultural heritage. However, often Turkish Municipalities fail to conduct significant activities to preserve their cultural and historical heritage due to the lack of appropriate funds. This project aimed to provide information for the Municipality to re-organize its archaeological and tourist priorities and raise funds for larger EU-supported and national governmental projects on cultural and archaeological preservation, upon a specific effort of the local authorities to organise their archaeological heritage and strategize resources and long-term objectives in the tourist and cultural heritage fields of action.

Targets of this activity:

- To select five archaeological sites within the municipal boundary that could be part of a tourist itinerary, and of a municipal strategy on archaeological tourism, that supports the exploitation of these five sites;
- To draft a pre-feasibility study regarding the enhancement and promotion of these sites and itineraries;
- To develop an overall strategy to exploit the cultural and archaeological heritage of Bodrum in order to reach promotional and tourism purposes;
- To contribute to the development of cultural tourism in Bodrum.

Activities carried out within the Pilot Project:

- Creating and coordinating of a team of municipal/regional and international technical experts with knowledge on Bodrum’s archaeological sites in a committee with the task to map the archaeological area identified for its tourist exploitation, in respect to the cultural heritage and the preservation of the environment of the territory.
- Planning several activities that can be financed at a later stage, so as to preserve the existing archaeological sites, and to reveal those still underground.
- Developing a long term strategy for the protection and preservation of Bodrum’s archaeological heritage, while exploiting the existing archaeological sites for city promotion and marketing purposes.

- Establishing a solid city-to-city partnership approach among the Bodrum Administrative District, Bodrum Museum Directorate of the Ministry of Culture and Tourism, the University of Mugla, the University of Florence (Italy), the University of Southern Denmark (Denmark) and, moreover, with the Municipalities of Brtonigla (Croatia), Prato (Italy) and Rio Marina (Italy).

Results of the Pilot Project:

- Draft of a comprehensive pre-feasibility study on the matter.
- Conduct a preliminary effort for the preservation of these archaeological sites.
- Contribute to the development of culture tourism in Bodrum.
- Built-up of an international partnership in order to address fund raising (especially related to EU funding lines).

Mid- and Long-Term sustainability and future targets of the project and the feedback process:

On the basis of the information gathered at the end of the pilot project, the Municipality of Bodrum is going to be able to manage the archaeological sites with its own resources. Additionally, efforts are being made so as to raise funds from the EU funding lines or other sources to further expand the pilot project activities in the territory.

3. Conclusion

The bottom-up local development model that encourages integration and synergies at local level, as well as among private, public and civil society actors, had its main *raison d'être* and development in the identification of the content of each Pilot Project, in line with the existing priorities of each territory.

The objective of strengthening the capability of the three involved Mediterranean Municipalities in planning and managing local economic and environmental development initiatives has been achieved by setting up operative and lasting partnerships among the cities involved in the action and implementing pro-active interventions in two specific fields of action: "Planning and management" and "City marketing". Thematic city-to-city partnerships allowed Municipalities to interface and share problems with other actors operating at the same level and with similar degrees of empowerment. As in-depth institutional analyses were conducted along each Municipality, potentially resulting in the establishment of new approaches and methods to gather local needs and to design local development policies. Procedures and practices for local level resource mobilization and public expenditure management were encouraged.

Developing a new role and a pro-active involvement to address local needs generated new approaches within the internal organization of the Mediterranean partners. Mutually beneficial and collaborative relationships between the European and the Mediterranean partners were initiated through "working groups" and the "city-to-city" networks. Activities that evinced partners potentialities and expertise gained on local development management to be shared with other cities. Furthermore, the PAMLED Scientific Committee bridged the gap among the Municipalities and provided them the knowledge and skills necessary to achieve these goals. Pilot Projects were identified on a proven basis of sustainability. During the pilot actions drafting phase, particular attention was given to single out indicators demonstrating their future sustainability, while Municipalities were encouraged to make out interventions that could fit in other institutional goals or initiatives. Several activities were organized to better incorporate local citizens and stakeholders' points of view.

Some multipliers effects were pursued (and at least partially reached): dissemination of efficient, innovative and customized practices for local economic development support; positive spill-over effects along other Municipal Departments and other relevant stakeholders; progressive economic integration process; positive indirect employment and income generating effects of the additional people benefitting from outputs and services delivered by the pilot projects.

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