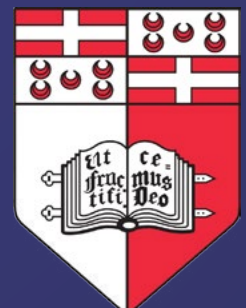
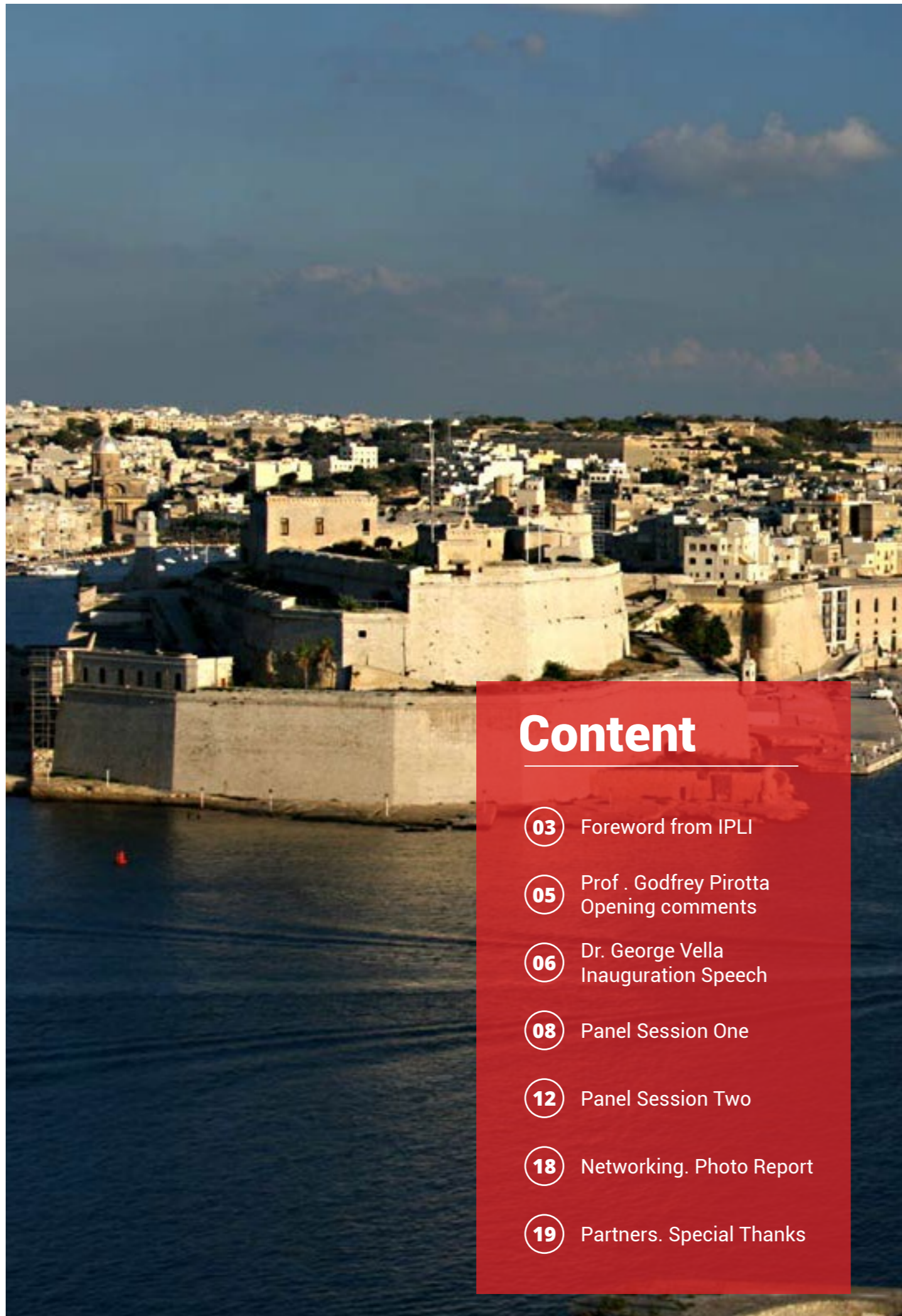




MALTA MEDITERRANEAN FORUM





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FOREWORD FROM **IPLI**

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ONE OF IPLI'S KEY OBJECTIVES IS TO LOOK TO THE FUTURE AND PROMOTE GOOD GOVERNANCE IN THE EURO-MEDITERRANEAN REGION BY UNITING THE POLICY MAKERS OF TODAY AND TOMORROW.

Given Malta's status as a crossroads of many influential regional cultures and by virtue of its unique geostrategic location in the heart of the Mediterranean basin, Malta is ideally placed to serve as a focal point for discussion and debate on the major governance challenges facing countries in the Mediterranean area within the current geopolitical context. For these reasons Malta was chosen as the gathering place to hold this inaugural conference on governance challenges in the Mediterranean. The purpose behind the Malta Mediterranean Forum on Governance is to contribute meaningfully to the advancement of policy debates by serving as a forum that actively embraces contributions from a wide variety of civil society actors. As an institution, one of IPLI's key objectives is to look to the future and promote good governance in the Euro-Mediterranean region by uniting the policy makers of today and tomorrow through education. For this reason IPLI was

pleased to welcome at this event the participation of a multitude of policy makers representing several countries as well as many aspiring policy makers currently studying international public affairs and administration in universities throughout the region. The fruitful exchange of views and transmission of knowledge between participants made this inaugural conference a great success and this has established a strong platform for the future endeavors of the Malta Mediterranean Forum. IPLI wishes to extend its thanks to its organizing partner for this conference, the Institute for Public Administration and Management at the University of Malta. In addition, IPLI would like to offer its sincere appreciation to the Honorable Dr. George W. Vella, foreign minister, as well as the President of the Republic of Malta, H.E. Dr. George Abela for their support of this initiative.

Respectfully, Timothy Reno
IPLI Director

Prof . Godfrey Pirotta - Opening comments

Honourable Minister, Excellencies, ladies and gentlemen,

Welcome to the Malta Mediterranean Forum on Governance first international panel series. The idea for this forum emerged from two conferences held in Malta in 2011 by the International Policy and Leadership Institute in collaboration with the Institute of Public Administration and Management of the University of Malta. Those two conferences were driven by a strong desire to generate more awareness of developing scenarios in the Mediterranean but with particular emphasis on the events resulting from the Arab Spring. Those attending these conferences were all agreed that Malta's unique position at the heart of the Mediterranean and with its strong cultural ties to all the other Mediterranean states provided the right location for the launching of a forum on governance in the region. To be Maltese is to be truly Mediterranean.

Good governance is one of the watch words of democratic government. Well let me go beyond that: good governance should be the underlying principle of any form of government. Democracy, however, places special stress on it being implemented. Good governance may not be popular with the media: its implementation ensures that people do not need to spill on to the streets of cities and struggle with columns of policemen thereby depriving the media of gripping scenes of urban warfare, broken heads, injured policemen and dead bodies. Good governance does not provide the media with stories of political scandal and abuse of power. By contrast, good governance provides enhanced opportunities for social and economic development, stability and social justice. Bad governance, with its associated evils of corruption and abuse of power,

adds burdens on the citizens of a society, not merely financial but also psychological. The intention behind the Malta Mediterranean Forum is to highlight where Mediterranean states find themselves today. Problems of governance are not restricted to the Southern Mediterranean states but to all states in the region. Pointing fingers or adopting a patronising stand towards some states will not achieve progress. We are in it together and the Mediterranean must stop being a border and evolve into a region properly. Yes there is too much lip service to the Mediterranean as a region but not enough practical steps to achieve that.

We hope that this idea will grow and will serve to bring Mediterranean academics and practitioners in government and administrations together to debate and to learn from each other, to build co-operation and extend a helping hand to each other.

I need not say more than I have already said. However, it is my duty to express IPAM's and IPLI's gratitude for the support that this event has received from Dr. George Abela, President of the Republic by providing us with this wonderful venue and to his hardworking staff who, while cheerfully supporting my demands on them, face at this time of the year perhaps the greatest demand for their services. I assure you they are a wonderful lot and an example to us all in their approach to their work. I also wish to thank IPLI for believing in this idea and for giving it their entire support. IPAM and IPLI have now established a strong working relationship which has achieved much in a very short space of time.

It is now my honour to invite the Honourable Dr. George Vella, Minister for Foreign Affairs to preside over its opening and to make the first contribution to this Mediterranean Forum.

Prof. Godfrey Pirotta

“GOOD GOVERNANCE IS ONE OF THE WATCH WORDS OF DEMOCRATIC GOVERNMENT.”



Dr. George Vella - Inauguration Speech

**Malta Mediterranean Forum on Governance
Malta
Inaugural Panel Session
29th November 2013**

On many occasions observers of Mediterranean affairs proceed to highlight the divisions that exist between its Northern and Southern shores. Europe's main preoccupation tends towards security and migration issues, while those of North Africa focus on economic and institutional development as they seek to reap the potential of what has become known as the Arab Spring. But if North African states can be said to be in transition the same point can also be made about other European Mediterranean states.

Greece, Italy, Spain, France and Portugal all face a crisis that requires a process of institutional rebuilding not envisaged for

several decades, in some instances, certainly not since World War II. In the view of some observers the crisis in the northern sphere of the Mediterranean also threatens to unravel the progress made in Europe towards greater unification. There were times when these same observers pointed to the almost certain imminent collapse of the Euro, suggesting that some member states would eventually be forced to withdraw from it. There is also general agreement about the pressing need in these states for institutional reform and the re-affirmation of good governance practices. By reforming their governance, that is, both their political processes and their public administrations, it was hoped economic recovery would automatically ensue.

In North Africa the struggle is not merely about finding the right institutional framework from amongst many competing alternatives, but also that of finding the governance model that will best reflect their socio-cultural circumstances, while at the same time ensuring good governance and socio-economic development. Faced with the failure of dictatorships

to promote economic development, their hopes for success now rest on their ability to resist repeating the mistakes of the past, and on laying sound institutional foundations for future good governance. The path to stability, let alone development, is strewn with major obstacles. In some countries the various parties have failed to reach consensus over the drafting of a new constitution, while in others the constitution that was approved did not enjoy wide enough consensus. Consensus can only be achieved when the different parties are ready to compromise. Diversity is a common feature of modern societies and consequently diversity has to be accommodated. One cannot build a stable and just future, let alone a democratic future, on the basis of majority domination. What is required is a movement that ensures and provides rights to all members of society.

What are the expectations of the citizens of these Mediterranean countries? They want to earn a decent living, look after their families, enjoy good health, feel protected in their rights, and carry on with their lives in peace and stability. What Mediterranean peoples want is basically what people everywhere want. But you cannot give citizens these basic elements without good governance. And good governance does not mean just efficiency and cost-effectiveness. Important as these may be they need to be allied to an approach that is citizen oriented and pro-active in addressing issues affecting people. The way that the financial crisis has devastated so many states, plunging their societies into unemployment and poverty, must become a lesson to us all about the need for good governance and public administrations everywhere. For there is another lesson to be learnt here too: that in today's globalised scenario lack of good governance will not affect one or two states but may have a ripple effect or domino effect on other nations too.

I strongly believe that as a Mediterranean state, and one that stands at the cross-roads of Mediterranean history, not enough is being done to create effective platforms which would allow us to work effectively together to better the lives of peoples in the region. Focused as each Mediterranean state has become on its own internal challenges we face the danger of losing sight of the bigger picture. The challenges facing us are not easily solved in isolation, and we must re-discover the processes and strategies that would help us work together for our mutual benefit. In recent years the danger that the Mediterranean might transform itself into a 'border' rather than a 'common sea' has re-asserted itself and we must do all in our power to ensure that this does not happen. A new era of co-operation is needed, one in which each state would be prepared to share its governance with that of other states, to the mutual benefit of all.

Malta's vocation is to contribute towards peace, stability and co-operation in the Mediterranean. Our ultimate objective is to see peoples in the region living in peace and tranquillity, enjoying security and prosperity. We are ready to co-operate towards this vision. We hope that this Forum on Good Governance will grow into a strong voice for a better Mediterranean, a forum for sharing ideas and for enhancing dialogue. This is Malta's vocation and our task is to fulfil it, in the best interests of a more stable, a more secure, and a more prosperous Mediterranean region.

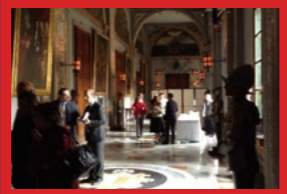
May I wish you all, a very fruitful conference, and to our foreign guests in particular, a most pleasant stay amongst us.

The Honorable Dr. George W. Vella

**“MALTA'S VOCATION IS TO
CONTRIBUTE TOWARDS PEACE
STABILITY AND CO-OPERATION
IN THE MEDITERRANEAN.”**



PANEL SESSION ONE





Dr. Sinan Ulgen

Chairman of the Center for Economics and Foreign Policy Studies – Istanbul, Turkey

In the past decade the Turkish economic model has been a resounding success in delivering economic growth and this growth has not been exclusive but rather inclusive growth. In some Arab states there has been growth as well but it did not trickle down to the rest of society, thereby giving rise to feelings of dissatisfaction, alienation and, more importantly, structural youth unemployment...

What made Turkey different and to what extent are these lessons transposable within the context of the South Mediterranean region? Two fundamental elements may be cited: the structural economic measures implemented and the soft impact that these had in terms of the structural transformation that these measures brought about in trade relations, market- state relations and how Turkish youth see their future in Turkey...The success behind the Turkish story was the decision in 1980 to open the Turkish economy and to integrate it with the world economy. This one policy recipe has been the key feature that allowed the Turkish economy to become what it is today. Another element has been the re-conceptualization of the role of the state. Trying to find a balance between the market and the state has been critical in this success...



H.E. Ambassador Antonio Martins da Cruz

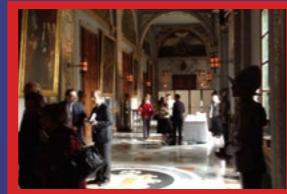
Former Foreign Minister of Portugal - Lisbon, Portugal

One of the consequences of the European crisis since 2008 was how the crisis evolved from a financial one and became an economic, political and social crisis. How did we arrive at this point? The build up to this crisis was global, it was European, but it was also Portuguese. In regards to the Portugal case, structural divergences in the EU are leading to asymmetrical shocks and Eurozone countries, such as Portugal, cannot reduce these cyclical adjustment shocks by monetary policies, by exchange rates or fiscal policies. Eurozone countries are exposed to divergences because effective national instruments for dealing with needed adjustments were subordinated without being replaced with appropriate instruments at the EU level... After the crisis there will be a new design in Europe and what will be the position of Portugal? We do not know what will be the new inner circle of Europe, or the gaps between the North and the South or between East and West in Europe. What we are certain of is that if we continue as we are doing now Europe will become a less effective player in global affairs and this is preoccupying for Portugal... In the Mediterranean, Portugal is very interested in the 5+5 dialogue process in which Malta is an important player between different regional actors...





PANEL SESSION TWO





H.E. Dr. Souad Gueblaoui
Ambassador of Tunisia – Tunis, Tunisia

Despite the obstacles to transparency that we have inherited from the deposed regime, Tunisia is moving forward and swiftly taking steps toward better governance. There is no doubt that reaching these ambitious objectives is not easy and it calls for a concerted effort at the local, regional but also at international levels. To reach the ideal situation of “good governance”, Tunisia needs thorough reforms to dismantle the strong system of corruption in the political life and the domestic economy, to establish proper resource management, which has been neglected, and to give more consideration to some sections of the population and inland regions which have been previously ignored.

In that frame, a program of reforms has been published by the Government in 2012 which includes different measures, among them, the creation of the “Ministry of good governance and transparency” attached to the Prime Minister’s Office, which is a coordinating body for the national effort to combat corruption in Tunisia. This body has to cooperate with larger administrations and it is already in charge of the cooperation between Tunisia and the international community...



Dr. Barah Mikail
Senior Researcher at FRIDE – Madrid, Spain

The attempt to extend the European model of governance to the South Mediterranean started to take concrete shape in 1985 with the Barcelona process. What we ended up with however, was a lack of credibility when it came for the Europeans to tell the inhabitants of the Southern Mediterranean what they should do or how they should organize. One misunderstanding on the European side was that they assumed that addressing economic concerns would automatically bring solutions to the political problems of the region. As long as we expect that economic policies on their own will bring a solution to such conflicts it will not work. And it is worth noting that the Arab Spring coincided with a crisis of leadership and legitimacy in these countries. Of course this crisis in leadership can also be clearly discerned in several European states, most of them Mediterranean states...it is indeed ironic that while in 2008 the Europeans were telling the Arabs to learn from them about how they had built peace and solidarity among themselves, within a short space of time this European solidarity was being put to the test over Greece. Few people in the South Mediterranean could have ignored how EU states were on the verge of putting Greece out of the Union because it found itself incapable of carrying out its membership obligations...





Presentation of Public Policy Research in Tunisia: Building Capacities for Governance: Assessing the Training Needs of the Tunisian Civil Service – IPAM Director Pirotta and IPLI Director Reno

In 2013, IPAM and IPLI cooperated with the Master of Public Affairs program at Sciences Po Paris to conduct a public policy research project focused on assessing the training needs of the Tunisian civil service. This project was initiated by IPAM with the goal of assessing the feasibility for IPAM to begin creating joint public policy training courses for Tunisian civil servants in conjunction with the Tunisian École nationale d'administration (ENA). During the second panel session IPAM Director Pirotta and IPLI Director Reno presented and discussed the preliminary findings of this research project. H.E. Dr. Souad Gueblaoui noted that this project marked the start of an effective cooperation between Tunisia and Malta in the field of public administration. Furthermore, Ambassador Gueblaoui made the observation that as a result of the research project a memorandum of understanding would be signed between IPAM and ENA to assist in the promotion of an innovative new approach to public affairs management in Tunisia.





PARTNERS

INSTITUTE FOR PUBLIC ADMINISTRATION AND MANAGEMENT AT THE UNIVERSITY OF MALTA

The Institute of Public Administration and Management (IPAM) was established under the terms of an agreement between the Government and the University of Malta to foster the practice and study of administration and management in the public sector. In furtherance of this mission, the Institute's Statute empowers IPAM to carry out a wide range of scholarly activities, including the organisation of courses, public lectures and conferences, as well as research.



For more information please visit: www.um.edu.mt/ipam

INTERNATIONAL POLICY AND LEADERSHIP INSTITUTE

The International Policy and Leadership Institute (IPLI) is a policy institute focused on promoting good governance in the Euro-Mediterranean region by uniting the policy makers of today and tomorrow. IPLI headquarters are located in Paris, France. IPLI associates with a variety of prestigious international academic institutions with established programs in public affairs/public policy as well as with think tanks with research programs focused on Euro-Mediterranean countries.



For more information please visit: www.ipli.eu

OFFICE OF THE PRESIDENT OF THE REPUBLIC OF MALTA



H.E. Dr. George Abela.

For more information please visit: www.president.gov.mt/

OFFICE OF THE MINISTER OF FOREIGN AFFAIRS OF THE REPUBLIC OF MALTA



The Honorable George W. Vella.

For more information please visit: www.foreign.gov.mt

SPECIAL THANKS



