



NORTH-SOUTH COOPERATION IN THE MAGHREB: THE ADDED VALUE OF THE REGIONAL APPROACH

Dialogue and capacity building of
local and regional authorities
in EU partner countries
in the fields of development
and local governance

2015



PLATFORMA

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**North-South Cooperation in the Maghreb:
The Added Value of the Regional Approach**

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1. INTRODUCTION

1.1 Background

The Conference of Peripheral Maritime Regions (CPMR) is an association of more than 150 regions mostly located along Europe's shoreline. Since it was created in 1973, CPMR's main objective has been to promote European policies that take into account territorial diversity. Its primary aim is to ensure that the Regions are properly considered in European policies and can make an active contribution to European territorial cohesion, especially through an inclusive system of governance at all levels of public decision-making.

Over the last few years, CPMR has also sought to promote the role of Regions in the field of the EU's external relations, especially in development policy. In this respect, the concept of decentralised cooperation has evolved and gained importance among the priorities of policy makers. In 2007, the European Commission created the programme "Non-State Actors – Local Authorities", the aim of which is to finance development cooperation projects implemented by local and regional authorities (LRAs). For these reasons, CPMR along with the other associations of local authorities and regions gathered around a European platform for development: PLATFORMA. This network was launched in 2008 with the aim of coordinating the voice of European local and regional authorities with the European institutions and seeks to raise political recognition of the activities of LRAs in development cooperation. It also fosters in-depth dialogue between LRAs and the European Commission services in charge of development policies; and it promotes effective decentralised cooperation for the development of partner territories, especially in partnership with civil society.

The CPMR Regions believe that the European Union should not remain an island of prosperity disconnected from the difficulties of other territories in other continents. The risk is that those territories will not prosper in a fair and sustainable manner without the support of all the players of the developed world. Development cooperation cannot be considered as a marginal or secondary policy for providing aid to the poorest nations; it is rather a long-term investment which will contribute to peace keeping, prosperity and security for all. It is therefore imperative to counterbalance the negative consequences of globalisation and to address the new challenges at a global level, with the participation of all level of governments.

In its **Conclusions** of 7-8 February 2013, the Council of the European Union stated that "a key priority for Member States is to respect the EU's formal undertaking to collectively commit 0.7% of GNI to official development assistance by 2015, thus making a decisive step towards achieving the Millennium Development Goals". In this respect, it announced that the European Multi-annual Financial Framework (MFF) for 2014-20 will support with appropriate financial means the EU global role in the field of development cooperation. Nevertheless, the Council rejected the proposal of the European Commission to raise the financial envelope allocated to Global Europe from €58 billion to €70 billion. Therefore, the CPMR Regions regret to acknowledge that, following the final agreement on the MFF, the level of commitments for this Heading will not exceed €58.704 billion, slightly more than the 2007-13 allocation (i.e. €58 billion).

On a more positive note, the European Commission released in May 2013 a Communication on "**Empowering Local Authorities in Partner Countries**" which recognises the importance of local and regional authorities in development, especially concerning their ability to propose tailor made solutions to local issues and their proximity to the citizens and civil society organisations (CSOs) working on the ground. This document serves as a basis to develop the Thematic Programme "Non State Actors and Local Authorities" for 2014-20 which will ensure that a part of the financial envelope for Global Europe will be devoted to projects developed by local and regional authorities in cooperation with civil society organisations. In this regard, the Commission believes that European LRAs will play a crucial role in recipient countries to reinforce governance processes in the field of support to decentralisation and capacity development and to strengthen the role of the associations of LRAs which the EU should seek to involve in the programming of national and local priorities as well as in the implementation of related EU-funded programmes.



1.2 Purpose of this note

The aim of this short study is to offer a fuller picture of the approach to decentralised cooperation developed by some of the CPMR Regions by providing a selection of case studies of North-South cooperation in the Maghreb area. These reflect new collaborative practices permitting Regions to become integrated and more effective in global aid mechanisms.

For a long time, the Regions from the developed countries have been working with sub-national authorities in recipient countries and have developed an expertise in dealing with common problems. Since the available technical knowledge and the topics dealt with by the local and regional authorities in Europe are very broad, this has enabled them to work in several areas of the concerned territories. These are economic and social development, training (including training for local and regional managers and administrators), town planning, mobility, health care, etc.

The European local and regional authorities not only work with their counterparts but they also work with other organisations on the spot, directly with national representatives or with representatives of civil society or NGOs. As shown in the case studies, civil society organisations and NGOs are involved in all stages of the process in both donors' and recipients' territories providing an added value in terms of involvement of local actors. In this respect, the role played by local and regional authorities in promoting values such as democracy and the introduction of territorial and multi-level governance is crucial. By definition, values such as democracy cannot be exported by force but they are built gradually and reflect the economic and social development of territories.

The analysis of the case studies promoted by CPMR Regions is part of the Platforma toolkit and provides food for thought to all local and regional authorities willing to launch or replicate cooperation projects in the Maghreb area, provides valuable recommendations and outlines the opportunities and challenges of the regional approach.

1.3 Methodology

In September 2013, the CPMR Secretariat launched an internal call for contributions with the aim of collecting information on decentralised cooperation projects with a regional approach in the Maghreb area. Considering the Mediterranean geographical location, many CPMR Regions have a long track of record of successful cooperation projects with the Maghreb countries, regions and cities. Therefore, several contributions have been received.

The second phase entailed the selection of case studies on the basis of their variety, scope and objectives. Hence, the selected projects reflect the different aspects and forms that the regional approach can assume in terms of participating entities and subjects covered. In particular, the main interest was to select projects involving cooperation between regions and regions; regions and municipalities; and regions and countries, in different fields as to provide evidence on the broad set of fields where regions can provide an added value. The role of civil society organisations and NGOs has also been analysed.

The CPMR Regions have been asked to provide a partial assessment and details of their decentralised cooperation projects with the aim of sharing their experiences with all interested parties. The CPMR Secretariat has then selected 6 development cooperation approaches which are summarised in the following chapter. All case studies have been analysed by following the same approach: a short summary of the activities, the exemplification of the regional approach, the main challenges being addressed, the description of the overall approach, the outcomes engendered, the potential for replicability, the unexpected benefits and challenges addressed, the plan for future development and the funding structure.

2. THE CASE STUDIES

The move towards democracy in the Maghreb is a window of opportunity for a new way forward to peace and sustainable development in the area. The new democratic course being charted in the Arab world and the pressure to recognise the Palestinian state further to the recent petition to the UN Assembly, can help to ease the conflict in the Middle East, provided that the process is based on dialogue and the pursuit of peace.

Events in the Mediterranean are creating pressure to increase the level of democracy and respect for human rights both in the South and the North, especially as regards taking in immigrants, acknowledging the right to asylum and integration.

The scenario may go different ways: either towards an escalation of conflicts or towards a new area of negotiation and peace. This is why we will certainly be seeing increasing differentiation between countries, and why we must act right now to try and strengthen the democratisation and peacemaking processes wherever possible.

On the other hand, both the financial and economic crisis and the crisis of democratic values are leading societies to become withdrawn and inward-looking, while on the contrary there is a growing need for cooperation. In particular, the debt crisis has hit mainly European countries in the Mediterranean and could also involve major countries like Italy, France and Spain. The answer cannot lie simply in a policy of curbing public deficit, but requires firm EU measures to boost economic and social development. The European Union therefore needs to recover the necessary political ambition.

The sub-sections below describe the actions led by CPMR Regions in the Maghreb with a view to providing an example for future actions and demonstrating the Regions' commitment in the area of decentralised cooperation.

2.1 Tuscany (Italy), Provence-Alpes-Côte-D'Azur (France) and Kasserine (Tunisia): Trilateral Cooperation in Kasserine. A "roadmap" for Tuscan cooperation in the Mediterranean

Tuscany Region has developed an innovative initiative in collaboration with the Region Provence-Alpes-Côte d'Azur (PACA) for drawing up a European strategy to renew its efforts aimed at supporting the democratisation process at local and regional level.

The main innovations of this Tuscany-led pilot initiative in the Mediterranean concern as much the political approach as its content. In this regard, the overall strategy is made up of several sub-sections, and numerous projects have been set up to support these:

- I. **Investment in democracy:** institution building (public utility management, development planning in various sectors including tourism and culture, etc.) can be tied in with the support and assistance provided in drafting Tunisia's constitutional charter. Tuscany Region has launched the project "Support activities for the constitutional and decentralisation process in Tunisia" in cooperation with the University of Siena, which aims to support the new democratic regime in Tunisia, specifically on the issue of decentralisation, cf. Annex I.
- II. **Economic internationalisation:** In the field of internationalisation, Tuscany Region has identified several areas of action: the manufacturing industry, e.g. supply chains and value chains to be supported, and local public services such as waste. In this regard, Tuscany Region aims to create a guarantee fund for the development of SMEs in the Mediterranean under the project "An operational (financial) platform to promote industrial cooperation between Italy (Tuscany Region) and the Mediterranean", cf. Annex II.



III. **Technological innovations** with special reference to the **green economy and social solidarity-based economy**, thus complying with the Europe 2020 strategy. This requires a process of pinpointing and consulting the business community to identify aptitudes and opportunities. Internationalisation could also be facilitated by opening a guarantee fund on site that could support new businesses and joint ventures through a demand-oriented approach. In this regard, Tuscany Region has met with several civil society organisations for the project “Open Town: Support for active citizenship and the Social Solidarity-based Economy in the town of Kasserine,” cf. Annex III.

IV. One innovative theme is **training new generations of leaders, talents and migrants**, which is due to be carried out in the Mediterranean countries as well as in Tuscany. This represents a new field of action for the development of human capital and knowledge and culture, and the recognition of human rights at various levels. Teaching institutions, research institutes, universities and innovation centres could be involved in promoting student mobility, as well as the mobility of innovative self-employed people and professionals, by providing structures and scholarships in twinning programmes with Mediterranean-based institutions. In partnership with the University of Florence, Tuscany Region has created a one-year inter-university course to train future managers and leaders of the countries involved, cf. Annex IV.

V. **The theme of public health**, in an integrated policy approach to decentralised cooperation on social welfare and healthcare. Further to issues identified by the International Health Cooperation Mission of Tuscany Region, the mission of the French Region PACA, and considerations made by the WHO, Tuscany Region has developed a project that aims to improve health conditions within the territory of the Governorate of Kasserine through support to the health and social services system, cf. Annex V.

2.1.1. The regional approach

Thanks to its policies and expertise accumulated over the last twenty years, Tuscany Region is contributing towards creating a more peaceful and sustainable Mediterranean, and is focusing on Tunisia as a pilot initiative to renew its cooperation and internationalisation action.

The innovative initiative is to draw up a regional-based European strategy together with the most active European Regions in the Mediterranean - the main one being PACA Region – in order to agree on a joint position and the division of a work plan in the Governorate of Kasserine, one of the poorest areas of Tunisia.

Given that, as regards the Southern Mediterranean, there is no relevant proposed policy for new governance architectures, it appears that the position of a tripartite cooperation (PACA Region/Tuscany and Kasserine Governorate) for Tunisia is to be defined as a pilot initiative.

Since 2011 the two European regions have been working hard to create a coalition of Regions from both sides of the Mediterranean, capable of expressing a Euro-Mediterranean policy proposal by empowering themselves through concrete decentralised joint initiatives, and also in order to respond to the Tunisian central government

In terms of governance, three structures have been set up: a Monitoring and Programming Committee, a Technical Steering Committee and International Cooperation Meetings.

2.1.2. Main challenges being addressed and description of the approach

The real challenge of this initiative in Tunisia is based on two priority areas:

- I. **An integrated policy approach:** decentralised cooperation, cooperation on healthcare, and cooperation on economic internationalisation, and thematic areas including institution building for territorial planning and democratisation, planning for local economic development and internationalisation, and social welfare planning regarding health and migration (in this respect it should be noted that the region has taken in more than 1,300 asylum seekers), these being overlapping themes according to the concept of respect for human rights and local democratic governance.
- II. **A strategy for countries/territories:** Tunisia was chosen to try out the integrated approach in practice. Tunisia, Lebanon and Palestine currently appear to be the countries in the most likely position to agree on and implement the strategy, adopting a true partnership-based relationship. This approach and strategy are **shared with the most active European regions in the Mediterranean**, mainly PACA Region, in order to agree on a joint position and a sharing of the workload. The adopted plan was submitted to their **government and the EU** in order to divide up the action programmes. The idea is for example to establish “twinning” schemes between the regional operational programmes of the South and the North, or interregional joint development programmes, in which to encourage economic and social flows and exchanges¹.

2.1.3. Success of the approach and its potential for replicability

The projects undertaken all come under annual plans decided jointly by Tuscany, PACA Region and the Kasserine Governorate. Once adopted, these projects are subject to six-monthly technical and financial monitoring, following a very similar methodology to that used to monitor EU programmes. Funding is provided in the form of grants to partner associations and cooperatives, which complement funding through financial, material or human contributions.

Today there is an active collaboration between the various partners involved in the Governorate of Kasserine, and this is built around purpose-designed events: the Annual International Cooperation Meetings (September 2011 and November 2012 in Kasserine) are the highlight of these pooled efforts. But throughout the year at the Monitoring and Programming Committee meetings in Florence or Kasserine, Tuscany Region helps to bring actors closer together with a view to ensuring complementarity. We might take as examples on priority themes the establishment of closer ties between Tuscan NGOs (COSPE, Centre North South), the Centre for Public Services CISPEL, the Universities of Siena and Florence and the Meyer Hospital, in partnership with the Regional Health Department of the Governorate, or helping to bring together Alternative Energies and COSPE.

2.1.4. Unexpected benefits and challenges

The actions coincided with a request for participation and cooperation from the national level, expressed by the Ministries of Education, Health and Regional Development of Tunisia in the days following the Jasmine Revolution. All the regional departments of the Ministries of Training, Education, Health, Regional Development and Tourism of Tuscany Region were also involved in selecting priorities right from the conception phase of the framework agreement.

The Governorate of Kasserine, the town of Kasserine, and the towns of Thala and Sbeitla also participated in various phases of planning and implementation of the actions. Finally, the voluntary community within the Governorate, which is still in an embryonic form but federated through the action of Tuscan NGOs and the cooperative Alternative Energies in Kasserine, was involved right from the very first meetings.

¹ We may refer to what is set out in the Commission's Communication "A new response to a changing Neighbourhood" (COM 2011-303), which among other things plans for the introduction of pilot programmes for regional development aimed at reducing gaps in accordance with the cohesion policy approach, and the implementation of institution-building programmes to support democratisation processes.



The real challenge is to support dialogue between the two levels (civil society and local governments) for local development in Kasserine. Tuscany Region is committed to supporting this new form of local governance by also exporting best practices from the system established in its own territory.

2.1.5. Plans for future development

To make it sustainable, the partnership has been endorsed by a framework agreement approved by the highest level of the two authorities. It has an unlimited duration, so as to be sustainable and bind the parties through a moral, financial and technical commitment. Beyond this simple contract, it is also planned to have annual or multi-annual application agreements covering operational subjects (NGOs, universities, etc.) and monitoring and programming structures (two Committees meeting at least twice a year). These arrangements have been made with the aim of ensuring sustainability and are entirely satisfactory as far as the signatories are concerned. However, the contract needs to have someone to run it on both sides of the Mediterranean in order for trilateral cooperation with Kasserine to continue.

2.1.6. Funding

Funding was provided mainly by Tuscany and PACA in the form of grants to partner associations and cooperatives supplementing funding through financial, material or human contributions. The local public sector and the Governorate of Kasserine are more or less uninvolved when it comes to funding, not because they are unwilling, but simply due to lack of human and financial resources which are primarily concentrated on the coast. Tuscany Region and PACA have undertaken some very interesting work to promote the Social Solidarity-based Economy and the organisation of production chains.

2.2 Tuscany (Italy) and South Beirut (Lebanon): Support to the municipality for improving primary healthcare services (PHC) equal treatment and the development of integrated local welfare

The project is carried out as part of a multi-annual partnership project between the network of local authorities, Tuscan NGOs, the municipality of South Beirut and the ART GOLD programme of the United Nations Development Programme (UNDP), in the wake of the conflict between Lebanon and Israel in 2006.

Actions reflect the local development approach shared by Art GOLD Lebanon and Tuscany Region, as well as its system of local actors (NGOs, local authorities) and its implementation in Lebanon over the past five years. These actions are designed as part of a programme to develop local welfare focused on improving the quality of public services to the community, responding to needs expressed by the working groups promoted by the municipalities themselves. The experience, which resembles an integrated development of municipal social offices - the Local Development Bureau (ADEL) and primary health care centres (PHCs) - has been encouraged and extended to other municipalities in different regions of south Beirut. This was achieved, in agreement with the Ministry of Health and the UNDP GOLD Programme, by strengthening the local primary healthcare system in the areas currently covered by the migratory flow of Syrian refugees, highlighting existing contacts and relationships already established by the partnership system with some regions of Lebanon (Zgharta and Tyr) in the framework of other projects led by Tuscany Region (ENPI CBC Med project "TNET").

2.2.1. The regional approach

Involvement by the Tuscan Ministries for Health, Internal & Social Affairs and Education in the project is extremely strong and decisive. The importance of this participation lies in the need to control the services provided by various stakeholders (local authorities and NGOs), both in terms of support and to ensure that the emerging reference system and the integrated approach are developed at local level.

The work carried out over the past five years with the municipalities of Haret Hreik and Ghobeiry as regards both the development of the decision-making process and the progress of PHC centres and staff, has led to significant results: work plans have been developed by the PHC centre and integrated into the municipality's strategic plan; the multi-disciplinary team, including the family doctor hired by the municipality, was adopted in line with a disease management approach; the two centres have been accepted for the accreditation process by the Ministry of Health. At the same time, the municipalities of Al Mreyjeh Al Chiah and Furn Al Chebbak have planned to build primary health care centres in accordance with the recommendations of the Ministry of Health in order to also adopt a new approach to primary care.

2.2.2. Main challenges being addressed

With regard to health and access to basic care for local populations, the operation scheduled in the period 2007-2013 was a major innovation, both in terms of the method of intervention used to accomplish it (a shared diagnosis with the UNDP in partnership with the Ministry of Health to identify quantitative and qualitative deficiencies in access to basic health care) as well as the ensuing consequences: decision by the central ministry to acknowledge the pilot projects in the territory as "experiences of national value".

In social welfare and health matters, the work of Tuscan medical and non-medical personnel, associations and civil society joining forces and working on the ground in Lebanon, has helped local actors to initiate an innovative way of working compared to what was previously practised. The operation scheduled for 2013-2014 aiming to award an "accreditation" for the work led by all the primary health care centres will no doubt be able to create new opportunities in terms of job creation and activities related to identified sectors within the social welfare and health sector.

2.2.3. Description of the approach

The pragmatic nature of this cooperation has given our partners confidence, especially in terms of the ability to set realistic targets and the tenacity shown by representatives from our partnership at all levels: political, administrative and technical. Confidence was also boosted by introducing shared instruments for programming and technical and financial monitoring.

This cooperation has enabled Tuscany Region to deepen its knowledge of the sociology and context in Lebanon, its territorial makeup and the complex trends of the territory. The continuity of the action and the ongoing technical and human exchanges, constituting the heart of the operation especially regarding healthcare aspects, have helped to overcome the barriers of a mere professional and contractual relationship.

2.2.4. Success of the approach and its potential for replicability

Actions carried out so far have strengthened the regional and international networks. The project has also strengthened relations and created trust between partners. In Tuscany, the local network has been strengthened, since lasting ties have been established between the health facility in Arezzo and the local governments.

In Lebanon, the purpose of one of the main actions of this project was to build and run the health and social welfare offices set up in South Beirut and integrate them into a network. This action began in 2011 and is continuing in 2013/2014. At international level, thanks to this project, ties have been strengthened between Tuscany Region, UNDP, the Italian Embassy, the Lebanese Ministry of Health and the Municipality of South Beirut. Partners have got to know their correspondents better. For example, the Lebanese ministries have granted the municipalities involved customs exemptions to allow for the shipment of equipment.





2.2.5. Unexpected benefits and challenges

The experience already carried out has helped to build up an active network, to fully share the scarce and poorly distributed economic resources at political and social level, and to aim to improve the quality and quantity of integrated welfare and healthcare services.

The overall aim of the project is to support the process of administrative decentralisation including capacity-building for local authorities and, in particular, to continue the process of consolidating the PHC centre involved in the first phase (Ghobeiry and Haret Hreik) and to extend its support to municipalities in southern Beirut, which will set up new centres (Al Mreyjeh Al Chiah and Furn Al Chebbak). At the same time, this will raise awareness and promote the new approach to health that contributes to community welfare in other parts of southern Lebanon (Tyr and unions of municipalities of Tyr), North Akkar (Wadi Khaled region) and the region of Zgharta.

2.2.6. Plans for future development

The policy objective promoted by Tuscan decentralised cooperation, the UNDP and the Italian Embassy, the Lebanese government and the Lebanese municipalities, is to break with the dispersion of efforts and improve fair treatment in healthcare, making access to basic services possible and economically viable for the population by establishing a modern and integrated primary healthcare system. This system consists of a network of new PHC centres able to generate operational synergies with the education system through ongoing health promotion campaigns, health education, prevention and treatment.

All actions were coordinated by the municipality, as part of a national planning process. In the light of experience acquired so far and the needs of the different stakeholders identified at national and local level, the project will need to consider:

- I. The viability of the PHC centres in terms of quality of service offered to the community
- II. Management of the PHC centres according to quality criteria and measures as well as epidemiological data collected by the health information system and the planning of health programmes by a multi-disciplinary team

2.2.7. Funding

In general, it should be noted that this project began in 2007 and that it is not far off becoming fully autonomous and capable of being managed by the sector throughout Lebanon. Economic and financial viability is ensured by the presence of a network of partners who are able to activate resources and relations with other agencies and the various donors, including private ones, and in this way the network acts as an intermediary.

In particular, UNDP is involved in the project through the ART GOLD Programme. The main objective of the ART GOLD Programme is to support territorial and thematic cooperation networks for human development. In Lebanon, its aim is to support the Lebanese government in achieving the Millennium Development Goals and to promote human development through a participatory approach to working with local action groups, decentralised cooperation, local governments and local development agencies. In addition, all partners have committed themselves for the whole duration of the project to ensure the necessary financial support to complete the development and support of the project.

2.3 Catalunya (Spain) and Tangier-Tetouan (Morocco): Support to the development of Morocco's Ministry of Health and Safety public policies and programmes to combat drug addiction in Tangier-Tetouan region

This project is part of the overall strategy of the Catalan Ministry of Health to fight against drug abuse ("Programme National de Lutte contre la Toxicomanie", "National Programme to Fight Drug Abuse"), which is supported by UN agencies, including WHO, UNAIDS and international organisations such as the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the GTZ, as well as the Council of Europe.

This project falls under the national strategy for the fight against addiction and aims to develop for a period of 3.5 years a strategic approach to reduce risks and prevent HIV/AIDS and hepatitis among injecting drug users in the region of Tangier-Tetouan (Morocco) and improve the social and health conditions of this vulnerable population.

Northern Morocco, and in particular the region of Tangier-Tetouan, have experienced during the last decade a deep economic and social deterioration, a phenomenon caused by the rapid process of urbanisation, which has generated some weakness in public services, including health. This new profile of poverty in the urban fringe, produced by social uprooting, individualism and family breakdown, has serious consequences for the health of the population, and especially for the most vulnerable groups, namely women, children and the elderly.

In addition, a progressive increase of problematic drug use (injection of heroin and/or cocaine) by young people has occurred in many Northern cities, with consumption patterns putting them at high risk of acquiring serious infections such as AIDS and hepatitis – which can easily end up in epidemics that would eventually affect the communities where these young people live.

2.3.1. The regional approach

The latest EU reports on the Mediterranean sea basin warn that drug trafficking, along with arms and human trafficking are the main priorities for action in the region. In this regard, the fight against drug addiction is an action aimed at one of the main threats for the development of the area.

Any country engaged in drug trafficking eventually becomes also a consumer country which in addition suffers the consequences in the form of high mortality and morbidity. For Morocco and all North African countries this is a new phenomenon. There is evidence of what are the measures to reduce the impact in terms of public health: syringe exchange programmes, opiate replacement therapy programmes, as well as proximity and access services to a population often hidden. These measures should be applied quickly and achieve a certain coverage to prevent AIDS and hepatitis epidemics.

Catalonia suffered a similar situation in the nineties: epidemic of injected heroin consumption in slums with high social tension together with a prevalence of high infection through the AIDS virus. Drug use in Northern Morocco is closely linked to migration processes in both directions between young people of these cities in the North of Morocco and Catalonia. Many had begun to consume in Catalonia before returning to their country. Therefore, because of mutual influence between Northern Morocco and Catalonia and, in particular, in this drug use phenomenon, the possibilities for knowledge transfer and mutual help, this programme is a good example of synergistic regional joint programmes.

2.3.2. Main challenges being addressed and description of the approach

The project aims at establishing strategies and actions facing the new phenomenon of heroin and cocaine drug use by injection and to prevent HIV and hepatitis infections among people who inject drugs.





The implementation of measures to reach high risk injecting drug users and to provide them with HIV and Hepatitis prevention strategies and tools, especially sterile syringes, condoms, education, and so on. In this respect, several actions were developed:

- I. Setting up a Mobile Unit to access different neighbourhoods with public drug scenes in Tetouan
- II. Engaging drug users in peer work prevention using a magazine
- III. Opening of an opiate substitution treatment centre (Sidi Talha) in Tetouan
- IV. Training professionals on outreach work and HIV prevention with drug users

2.3.3. Success of the approach and its potential for replicability

An evaluation was carried out especially on the work developed by the Mobile Unit in the Tetouan region:

- I. Good coverage of the strategy reduces the risks linked to the consumption of drugs: 87% of the planned target Injection Drug Users (IDUs) were detected and expected at least once during the outputs of the mobile unit (MU) LFR in Tetouan.
- II. A better understanding of the risk practices profile of IDUs (state of knowledge, attitudes and behaviours) through administration and statistical analysis of the "before" ("First Meeting sheet") and "after" ("Last Meeting sheet") brief questionnaire administered by the Mobile Unit of Tetouan with the following impacts of the project:
 - 45% to 89% increase among IDUs preventive programme and respondents to before and after surveys (N = 54) who had abandoned the sharing of needles.
 - The use of condom during their last sexual intercourse did not show a significant improvement in the last two years – from 42% to 44%.
 - Detected a considerable improvement of the knowledge about forms of HIV transmission – from 57% at the beginning of the project to 96% in the last post intervention survey.
 - Improvement of the Tetouan reduction of risks team skills as to management, monitoring and evaluation of interventions.
 - Detected a considerable improvement of the knowledge about forms of hepatitis C transmission – from 20.5% at the beginning of the project to 87% in the last post intervention survey.
 - Support for Hasnouna Association of Tangier, with the publication and distribution of 8 editions of 2050 units of the quarterly magazine. In total 15,965 copies were distributed, i.e. 97%.

According to the results, the project impact has been rather positive. Therefore, the Ministry of Health of Morocco has incorporated various actions to be carried out by the Catalan Government in its 2012-2016 Strategic Plan. In addition, the Tetouan action will be replicated in other cities in Morocco.

2.3.4. Unexpected benefits and challenges

The collaboration between both countries has allowed improving the attention to patients going from Catalonia to Morocco and vice-versa, thanks to having established coordination mechanisms. This coordination equally allowed quick responses to urgent and unexpected situations. The main example was the urgent sending of a highly controlled medication such as methadone from Catalonia following a stock-out of supply in Morocco.

Very low cost-efficiency (cost/benefit) performance of screening and counselling strategy of Hepatitis B and C as well as vaccination against HBV caused by difficulties in accessing treatment against hepatitis C and low percentage of IDUs tested for HCV who picked up the results. The Ministry of Health of Morocco has started to finance treatments against hepatitis C among drug users.

2.3.5. Plans for future development

The Government of Morocco wants to replicate the action in other Moroccan cities by implementing access strategies for this population as well as AIDS and hepatitis prevention through mobile units, street teams, and the opening of drug addiction treatment centres. In addition, the self-support magazine will be available in the rest of the country.

2.3.6. Funding

The project was financed entirely by the Catalan Development Cooperation Agency (€159 173).

2.4 Catalonia (Spain), Maghreb and Middle-East: Project to strengthen public service broadcasting (PSB). Contribution of the Catalan Agency for Development Cooperation

The PSB (Public Service Broadcasting) project or project to strengthen the public service broadcasting mission in the Maghreb and Machreq countries is an initiative of the **Institut Panos Paris (IPP)** and the **Mediterranean Observatory of Communication (OMEC)** running from June 2009 to October 2012 in eight countries in the MENA region: Lebanon, Morocco, Algeria, Jordan, the Palestinian Territories, Syria, Tunisia and Egypt. The project partners are: Maharat Foundation (Lebanon); CMF MENA (Morocco), Algerian League for the Defence of Human Rights (Algeria); Mostefaoui Belkacem, University of Algiers (Algeria); AmmanNet (Jordan); AMIN (Palestinian Territories) Larbi Chouikha, Riad Ferjani, IPSI, Tunisia. Rasha Abdulla, American University (Egypt).

The main objective of the PSB project is to promote high-quality public television channels that fulfil a genuine public service mission and meet the expectations of their audiences in the regions of Maghreb and Mashreq.

Specific objectives:

- I. Promote national audiovisual media to support a democratic culture and good governance in the eight countries of the region.
- II. Promote diversity of content in these media.
- III. Give greater consideration in these media to the expression of minority groups and marginalised populations.
- IV. Promote pluralism through better media representation of the different social strata.

2.4.1. The regional approach

The PSB project has focused on a question often addressed from a national angle (public service broadcasting) by developing a regional thrust. A number of positive effects have emerged from this approach:

- I. Establishing relations between civil society organisations (CSOs) in the region interested in this scope of action and which, by enhancing their knowledge of the subject, have also strengthened their knowledge of other national contexts.
- II. Without falling into a comparative approach (comparing to put into a ranking order), the project has provided benchmarks, especially regarding specific points of legal frameworks (broadcasting regulation, organisation of funding for public service broadcasting, etc.), and has helped to better understand what can be classed as regional trend or national singularity.



III. Advocacy has been favoured by the regional approach because it helps to lighten a subject all too often dealt with at national level only, by making it a subject of regional interest.

2.4.2. Main challenges being addressed

Revolutions taking place in the Arab countries are the direct result of many social, economic and political frustrations. Liberalisation of the media sector is one of the major flagship campaigns of the Arab people. There are still state TV channels, often controlled by the ministries of information, which serve the interests of governments, funded by public money, which do not meet the expectations of citizens. How, beyond recurrent observations, can we make a proper assessment that could help to initiate dialogue with the authorities and argue in favour of a quality public service broadcasting mission? This is the challenge that all the partners involved in the PSB project have assigned themselves.

2.4.3. Description of the approach

Arrangements

This project brings together 6 civil society organisations and four researchers from Morocco, Algeria, Tunisia, Lebanon, Jordan, Syria, Egypt and the Occupied Palestinian Territories, who provide the research and advocacy at national level. The work of national teams (between three and five people, depending on the country) is coordinated by a steering committee and an editorial sub-committee to oversee the activities and provide methodological support. These committees are made up of international experts and teams from IPP and OMEC.

The different stages of the project

STEP 1: Defining the methodology and training assessment teams. A first workshop (Casablanca, 24-26 November 2009) led to the setting up of the network and the adoption of an evaluation framework. In a second methodological workshop (Barcelona, 3-6 June 2010), the teams responsible for leading the national assessments were trained in television content analysis techniques.

STEP 2: Production of a regional report. The editorial sub-committee drafted national studies and a regional report in 2011 in English, French and Arabic. This publication is a valuable tool to continue the work of petitioning the public authorities (see step 5).

STEP 3: Evaluation of the public service broadcasting mission. Completion of eight national studies.

STEP 4: Organisation of a regional conference. In December 2011, a regional conference in Amman, Jordan, was attended by experts, media professionals and civil society representatives from the eight countries, together with decision-makers from the public channels and ministries concerned. This conference acted as a forum for constructive dialogue on the basis of lessons learned from the evaluation, and led to the formulation of concrete recommendations agreed between all parties along the lines of establishing a genuine public service mission in the region.

STEP 5: Introduction of monitoring at national and regional level. The recommendations adopted at the end of the conference served as a basis for launching concrete actions aimed at public debate, advocacy and appealing to decision-makers on the effective improvement of the public service mission in national TV channels and on the role and arrangements for the creation of independent regulatory systems in the eight countries.

2.4.4. Success of the approach and its potential for replicability

The aim of the project has proved to be relevant and necessary. Taking advantage of the Arab revolutions, the representatives of the authorities have themselves opened to public debate the issue of changing from state television to public service channels.

The concept of public service, while virtually nonexistent at the time the project was launched, is now an issue discussed in at least seven of the eight countries in the region. The meetings held in relation to the assessment process itself have allowed the main heads of TV companies to be informed of this project originating from civil society stakeholders, and of its aim.

Although it is never easy to gauge how far this project influenced the change in the official position in favour of a public service, it is worth remembering that at least six heads of TV companies were met in the framework of the project, and the Director of A.S.B.U. (Arab States Broadcasting Union) was informed about the project and offered a partnership. Through CO.PE.A.M. (Permanent Conference of the Mediterranean Audiovisual Operators), all company bosses were informed.

Several forums allowed us to include in the public debate more specific issues relating to the mission of PSB in the countries of the region:

- I. The role of civil society in citizen vigilance in favour of public service broadcasting
- II. The notion of accountability to the citizens.

Long-term effects and replicability of the PSB project

While it is premature at this stage to consider the lasting effects of the project, we can already draw the following conclusions:

New skills in media monitoring in the countries of the region

The vast majority of the partners involved in the project said they had learned new skills in assessment and monitoring. Some said they had improved their performance and, by extension, that of their organisation. The skills acquired can be capitalised on. They can be exploited in the context of various media monitoring jobs.

The methodological kit was made available to all partners, who use it for inspiration with regard to new evaluation tasks.

The partnership approach for direct ownership

The partnership approach is central to the established scheme. The outlook is one of sustainability: to strengthen partner associations and experts who are already deeply involved in issues of media pluralism and able to reproduce this type of initiative.

In addition, capacity building for partners and support for them in producing the national studies aimed to ensure rapid ownership of the initiative and make it easily reproducible. In this regard, studies attest to the rapid adoption of the tools by the partners. Despite the studies taking some time to be published, their content reflects a maturity in the analysis and reflection on the notion of public service.

Opening the debate on public service broadcasting

The concept of public service broadcasting in the countries concerned by the action was still very vague at the start of the project, including in the minds of certain partners, if not some public officials. The project contributed to the development of this concept. The debate is now well and truly established, regardless of the changing political, economic and social context.



2.4.5. Unexpected benefits and challenges

Paradoxically, the evaluation process itself provided more results than the completion of the studies. It draws the following conclusions:

- All meetings secured by the project partners in the context of the evaluation showed that the issue of public service broadcasting was a focus of interest and attention.
- Partners occupied media space on issues of media pluralism and public service broadcasting.
- Personalities from the media world and politics and those in power have agreed to talks with civil society stakeholders. One minister contributed to the regional publication (Nacer Mehal, then Minister of Information in Algeria), as did the chairman of a regulatory body (Ahmed Ghazali, then Chairman of the High Authority for Audiovisual Communication in Morocco).
- Policy statements in favour of a change in public television companies were heard in almost all countries.

The Arab revolutions have had direct repercussions on the involvement of partners

During the Arab Spring, the partners involved in this project received a great deal of outside requests to present their analyses of developments in the media sector and possible reforms in this area. This strengthened and weakened the project at the same time. The Arab revolutions undoubtedly caused a delay in the delivery of the reports. In Syria, for example, the contact person for the project at Etana Press, Mr Amjad Baiazy, was imprisoned for three months between May and July 2011. His computer was confiscated and he lost all the data of the report and his entire body of research.

A complex scheme to implement

The leadership needed to conduct this kind of project was diminished by the introduction of a complex scheme with a double-headed coordination. Throughout the project, the arrangements for implementing each step were the subject of long and difficult negotiations between the two members of the Consortium IPP/OMEC. Instead of being a strength for the project, the Consortium was a burden that sometimes caused difficulties in getting activities off to a start.

The size of the project was not commensurate with the available resources

The simultaneous production of eight studies and a regional publication was too ambitious an aim. The most anticipated risk in theory was the availability of the partners given their high level of expertise on media issues and the many projects developed. This hypothesis was confirmed, though due to an unexpected event: the Arab revolutions. Media pluralism was one of the key slogans and was a core issue of the revolution itself. The partners were therefore very much in demand during this period to provide their analysis and expertise.

2.4.6. Plans for future development

The regional approach based on capacity building for CSOs (the core aim of this project) is a characteristic approach of the Institut Panos Paris, both in the Mediterranean region and in Central Africa. On the specific issue of this project and with the agreement and interest of the partners in each country, a follow-up action is in the process of being developed. It should also be noted that several partners are continuing the media monitoring work, notably Maharat in Lebanon.

2.4.7. Funding

Total Budget of the PSB Project:	EUR 544 000
Contribution of the Catalan Agency for Development Cooperation:	EUR 299 258
Contribution of the Open Society Foundations:	EUR 74 817
Contribution of the Stichting Panos Network:	EUR 19 925
Contribution of Irish Aid:	EUR 150 000

An ambitious project in terms of human and financial resources and the technical capacities of the partners, of Panos Paris and OMEC. The unprecedented achievement of eight simultaneous assessments of the PSB mission represents an extremely ambitious stage in the project. It involves researching sometimes unavailable data, highly technical analyses (monitoring) and requires the supervision of eight different teams over which the consortium did not have direct control. It also requires an excellent command of the publishing business in four working languages. This kind of pilot project ought to have required the successful completion of preliminary work in one single country. Many additional costs had to be covered by the own funds of the Institut Panos Paris.

2.5 Emilia Romagna (Italy) and Egypt: Cooperation Agreement between Emilia-Romagna Region, the Egyptian Ministry of Education and the Egyptian Fund for the Development of Education of the Arab Egyptian Republic and its Implementation Measures

The project, which has started in 2013, regards the cooperation between the Emilia-Romagna Region, the Egyptian Development Fund (EDF) and the Egyptian Ministry of Education in the fields of education and training within an Integrated Technical Education Cluster (ITEC) in the Arab Republic of Egypt.

The collaboration between Italy and Egypt is part of the cultural Agreement signed by the two countries in 1959 in order to consolidate the important bilateral Debt Conversion Programme. It is now in its 3rd phase of implementation, which is worth \$100 million, for the promotion and implementation of development projects in priority areas agreed between the two countries.

The Agreement of collaboration between the Emilia–Romagna Region and the Egyptian Development Fund for the Education in the Arab Republic of Egypt was signed on 1st September 2012 and it is inscribed in the broader framework of this Programme. This process has been preceded by the signature on 28th May 2012 of the Memorandum of Understanding between the Italian Minister of Education and the President of the EDF. In this respect, the agreement between the Emilia–Romagna Region and the EDF supports and completes the Memorandum between the Italian Ministry of Education and the EDF.

2.5.1. The regional approach

The EDF is interested in adopting, into the ITEC, the Emilia-Romagna Regional System of Qualifications (SRQ) with its devices (Training and Certification standards), and it is confident about the effectiveness of their applicability in its territory. Its interest comes from the desire to obtain a full and tested operating system with its methodological approach, completely in line with the European guidelines for lifelong learning and the European Qualification Framework.



2.5.2. Main challenges being addressed

This collaboration aims at contributing to the development of the Egyptian economy and society bringing up a generation of young professionals. The collaboration helps to provide students with technical and professional competences enhancing their employability in Egyptian and foreign enterprises.

The programme of cooperation between the two countries equally aims at improving the quality and the extent of Italian language teaching in the Republic of Egypt in addition to developing, for secondary school students, vocational training and technical education on the basis of the Italian model.

The ITEC of Fayoum is an Integrated Technical and Vocational Education Cluster in the electrical-electronic-mechanical-mechatronic field and includes a Professional School, a Vocational Training Centre and a Higher Technical Institute (ITS) with a specific Italian section.

The Framework Agreement with the Italian Ministry of Education

The Memorandum signed by the Italian Minister of Education and the President of the EDF provided for the establishment of an international section of Italian language in the integrated Cluster of Fayoum. From the point of view of its structure, the Cluster aims to train operators and highly qualified technicians in order to fill the gap between the demand of the labour market and the skills of the graduates of secondary and post-secondary schools in Egypt. Particular attention is paid to the teaching of two foreign languages (English and Italian) and to the issuance of certificates valid in other countries.

In addition to the expected Egyptian titles, in fact, the professional school plans to release, at the end of the third year, a **Certificate of Qualification** traceable to the national standards for the Italian IeFP (Education and Vocational Training) and at the fifth year, surpassing the graduation exam, the issuance of an **Italian Diploma in Industrial Production Technician**. The Higher Technical Institute (ITS), at the end of the two year course, will release an **Italian Diploma for a higher level Technician in the Maintenance of Industrial Plants** in line with our national standards.

The Agreement between RER and EDF

On 1st September 2012, in Cairo, the agreement between RER-Egypt was signed, supporting and completing the above mentioned Memorandum between the Italian Ministry of Education and EDF. It aims at:

- I. Defining measures of educational policy to promote the realisation of a lifelong learning system and improving the quality of education and vocational training, in response to the local needs of both countries;
- II. Adopting the Regional System of Qualifications (SRQ), into the ITEC, including the Regional Inventory of Professional standards, Training standards, Certification standards and Accreditation System and Quality Assurance;
- III. Recognising reciprocally the certificates issued by each country, at the end of Education and Vocational Training (IeFP), in order to support the mobility of citizens, in view of the provisions of the EU directives.

Actions

- I. Exchange of experience and technical devices for lifelong learning.
- II. Mutual collaboration in the definition of education and training policy for the development of human resources in accordance with the needs of their respective territories.
- III. Implementation of regional instruments in Vocational Training courses of the ITEC in Fayoum – the Regional System of Qualifications, the Regional System of Formalisation and Certification of Competences, the Accreditation System, the Training Standards of the courses aiming to a qualification.
- IV. Adoption of measures for the reciprocal recognition of qualifications and certifications issued in order to support the mobility of people.
- V. Identification of procedures and common reference standards for the development and launch of collaboration services in the mechanical, electrical/electronic and maintenance fields, training and development of human resources.
- VI. Development of educational materials/information and bilingual learning tools (Italian and Arabic), also used via Web.
- VII. Exchanges, visits and corporate internships for trainers and students.
- VIII. Semi-annual audits and implementation of guidelines for the application of Emilia-Romagna regional Systems.

Timing

The period of time considered is 5 years from the subscription. The phase of the agreements formalisation lasted several months so the operative phase is going to start now.

2.5.3. Description of the approach

On 11th and 12th January 2012 an Egyptian delegation led by the Project Director of ITEC came to Bologna to complete the consultations already carried out on a technical level, with the Region Emilia-Romagna in order to formalise the cooperation within the framework of the "Integrated Technical Education Cluster" (ITEC.)

The Egyptian delegation along with two Italian experts from the Egyptian team had contacts in Rome with the competent office of the Ministry of Foreign Affairs and the General Directorate for Education and Higher Technical Education and with the Training Systems of the Regions (Ministry of Education). These meetings served to prepare the future meeting of the General Secretary of the Education Development Fund (EDF) with the Italian Ministers (Ministry of Foreign Affairs and Ministry of Education), held in the month of May 2012 in Rome, for the signing of the bilateral general agreement between the two countries.

This agreement, as well as planning the actions to be put in the field, in order to set up a section of an Italian professional education (IPSIA) and a higher technical education (ITS) at the ITEC in Fayoum, was the "institutional framework" within which to place the specific collaboration with Emilia-Romagna Region. In Bologna, the Egyptian delegation and the regional Councillor for Education and Vocational Training worked on the identification of areas of common interest and possible collaboration. At the conclusion, the Director of ITEC and the General Director for Culture, Training and Work of Emilia-Romagna Region signed a first document of intent.

The Region declared its readiness to provide technical assistance to the Egyptian Government and support for the implementation of policies, as well as promoting the exchange of experiences of teachers and students and the mutual recognition of qualifications. On 1st September 2012, in Cairo, the agreement between RER -Egypt was signed.



From 14th to 17th January 2013, several people from ITEC came to Bologna from the ITEC to attend a training course held in Emilia-Romagna Region in order to learn the basic structure of our systems so as to prepare the conditions for a final mutual recognition of qualifications. In November 2013, two VET officials from Emilia-Romagna Region carried out the semi-annual audit and the evaluation of the first year of cooperation, as established in the measures for the implementation of the leFP programme.

2.5.4. Success of the approach and its potential for replicability

Unfortunately, it is too early to assess the conditions for the replicability of the project. Although the project has certainly suffered a slowdown due to reciprocal organisational issues, the Egyptians have shown interest for starting a similar project on other fields and other cities with the Emilia-Romagna Region.

2.5.5. Unexpected benefits and challenges

At the moment there is no evidence for unexpected benefits. However, there is an unexpected interest of EDF in deepening strategies for the implementation and the qualification of a national education system.

The Emilia-Romagna Region had to re-define the timing and the deadlines in relation to the organisational issues and the change of start-up dates. In addition, difficulties have been experienced in adapting the regional systems to a broader context with different organisational conditions and regulations.

2.5.6. Plans for future development

There is an interest of the Emilia-Romagna Region in repeating this exercise of cooperation with other interested countries.

2.5.7. Funding

As for the funding, the activities provided by the Agreement are fully placed in the initiative "Integrated Technical Education Cluster" (ITEC) of EDF, financed under the Program Debt Conversion Italy-Egypt. The Emilia-Romagna Region is not expected to support additional charges, except for the expenses of the regional staff involved in the coordination and check of the activities, which are part of the ordinary regional planning.

2.6 PACA (France) and Jezzine (Lebanon): Good governance and territorial planning for sustainable development in Lebanon

The global objective of this project is to contribute to grass roots democracy and good governance in the Mediterranean Basin by supporting a Mediterranean local authority for better management of its territory, in particular in promoting a sustainable territorial project in South Lebanon with support of experience and expertise of the Moroccan and French local authorities.

2.6.1. The regional approach

Following the experience developed by Region Provence-Alpes-Côte d'Azur in the natural park in Bouachem area in Morocco, PACA Region and Verdon regional natural Park support the Union of Municipalities of Jezzine to define a "participatory charter" also through the French expertise regarding regional natural parks.

2.6.2. Main challenges being addressed

The Federation of Jezzine territory boasts valuable resources in terms of its countryside, small business sector (crafts) and agricultural production. Its forest zone is an essential environmental and ecological area for the Union and its inhabitants. It is essential to favour sustainable management and maintain good environmental balance within Jezzine Union. The ambition to fight against environmental and economic threats also corresponds to the necessity for the Federation of Jezzine to contribute to its economic development and prevent a massive exodus of the working population.

The project also aims at promoting shared actions by all municipalities within the entire territory on global and local issues, building up inter-municipal cooperation, and at developing public policy making at the federation level.

The main target group and partner of the project is the Federation of the municipalities of Jezzine, in the Southern part of Lebanon, which accounts for 24 municipalities, 10 of which are directly concerned by the project. Their local population and visitors will also benefit from this project. Through this project, the Region Provence-Alpes-Côte d'Azur will strengthen its links with its southern and eastern Mediterranean partners as well as with the technical bodies involved in the project.

2.6.3. Description of the approach

The project implies multi-level cooperation and works on local, national, European and international levels. It is coherent with Lebanese national policies regarding territorial planning. It also takes into consideration environmental policies; for instance the Ministry of the Environment defined priorities in order to protect natural resources and to encourage eco-responsible tourism.

This project also takes into consideration the concerns of the Lebanese Ministry of Agriculture which intends to support and to encourage sustainable use of available resources. Finally, the objectives of the project are in line with the promotional activities led by Lebanese regions, and by the Ministry of Tourism on a national and international scale.

Finally, this action meets the objectives of the European Charter for Cooperation regarding local governance support which was launched in Strasbourg in October, 2008 and which aims at strengthening local governance and at improving aid effectiveness at the local level.

2.6.4. Success of the approach and its potential for replicability

The project fully meets the ongoing cooperation actions and objectives of Region Provence-Alpes-Côte d'Azur and Jezzine. The Region Provence-Alpes-Côte d'Azur supports technical partners responsible for territorial guidance. PACA Region is also involved in defining and drawing up the project with its partners, as well as its implementation and follow-up. Other regional actors like the Verdon Regional Natural Reserve are also involved.

Mada, a Lebanese association, brings its technical support to Lebanese local authorities on sustainable development issues. It also ensures coordination with concerned ministries, in particular with the Committee of Development and Reconstruction.

Other Lebanese partners are associated. The municipalities of the Federation of Jezzine, which are the beneficiaries of the action, provide their support in the implementation phase. Local economic actors of the area (Forest Centre) are also associated.





Besides, the United Nations Development Programme strongly encourages local empowerment and local governance. As such, UNDP supports the project through the ART platforms in Lebanon and proposes to share some methodology which has been developed within the framework of the working groups and the local development centres set up by the UNDP in a participatory approach. This falls within the framework of UNDP's main guidelines in Lebanon.

Finally, the project targets a multinational and multi-partnership approach strengthening North-South and South-South relations.

Other French Regions, like Ile-de-France and Rhône-Alpes, are leading similar thematic actions in High Hakkar and High Mten Lebanese regions. They will take part in the capitalisation process of the project (final seminar). Region Tangier Tétouan will also bring to the project its experience that has been developed in Morocco for more than 10 years on a similar issue along with Region Provence-Alpes-Côte d'Azur.

2.6.5. Unexpected benefits and challenges

Through an integrated and sustainable approach to the management of the inter-communal territory of Jezzine, the local partner and regional authorities are empowered, in particular as regards policy definition and local project management.

In addition, regional cooperation and support for local governance networks strengthens synergies between public authorities and non state actors such as parks, labour unions, associations, citizens and the private sector. The involvement of the inhabitants favours appropriation of the public action by the local populations.

It contributes finally to modernise and to strengthen the role of authorities in the processes of decentralisation in Lebanon. It also asserts legitimacy of the local and regional authorities as key actors of the European policy for cooperation and development.

This territorial project based in South Lebanon aims at promoting sustainable development. The Region Provence-Alpes-Côte d'Azur (FR) supports the Federation of the Municipalities of Jezzine (Lebanon) in the development of a participatory charter being inspired by the experience of the French regional natural parks. The setting up of an evaluation tool measuring the impact of this charter on the territory is also foreseen.

The strengthening of local authorities and the development of their competencies, such as management of natural resources in an inter-municipal territory, are to be connected with the existing efforts towards administrative reforms. That favours the involvement of the local population and the reinforcement of local democracy.

A part of the project is also dedicated to inform and involve populations to enhance the respect for the concerned natural spaces.

2.6.6. Plans for future development

The project will be developed through two main phases:

Phase 1: Developing and implementing a “mini charter” committing signatories on all aspects contributing to integrate sustainable development within the various sustainable axes of the strategic plan, promoting a balance between development (economic, social) and conservation (of the environment, the resources, and the quality of life).

Phase 2: after 3 years of implementation of the mini-charter, an evaluation will be necessary to measure the evolution of the project. According to the results of the mini-charter and of cooperation projects aside, the UMJ will then spread over the Reserve of Chouf.

3. CONCLUSIONS AND CPMR RECOMMENDATIONS FOR A WAY FORWARD

As shown in the case studies, the European Regions promote decentralised cooperation, awareness campaigns, take action in support of development and have become an integral part of global development policies. The regional approach may assume different forms depending on the specific situations and Regions do not seem to act on a stand-alone basis but rather they act with consistency, in a complementary manner, with the aim of finding their place in local, national, European and global development policy. Furthermore, they provide an added value as regards the implementation on the ground by promoting a new multi-level approach to development whose objective is to increase the efficacy of aid by involving all partners in all stages of the action.

The case studies highlight the need for stronger partnerships, complementary actions and the vital importance of the territorial approaches to development. NGOs play also a fundamental role in aid delivery. In this respect, the regional approach provides an added value in terms of the mobilisation and involvement of local NGOs. This allows NGOs from both donor and recipient regions to grow and specialise on specific issues contributing to the success of the development cooperation projects. In particular, the regional approach proved to be effective and coherent by utilising multi-level governance processes and territorial approaches to development. These aspects should be defended and backed at EU level by all the partners involved in development cooperation.

In fact, sub-national governments are able to take into account the different needs of a territory and cooperate with all stakeholders involved to reach a consensus on a development strategy for the area concerned. This ability allows them to bring together all relevant actors specific to their geographical position close to local players and in constant relation with actors at state level and supranational level.

The Millennium Development Goals set by the United Nations have contributed to assign to local and regional governance the role of priority area for the international and EU institutions. As described in the case studies, regional partnerships between the developed and developing world provide an original and relevant perspective to promote decentralisation and public sector reforms and help a large set of actors in the recipient countries (public-sector authorities, NGOs, businesses, associations, etc.) to foster development in their territories thereby ensuring not only the effectiveness of aid but also the effectiveness of development.

The case studies indicate that there is need for coherence in development cooperation policies. In this regard, the CPMR Regions believe that a multi-level architecture of governance in the field of development cooperation should be promoted. All levels of public action should participate in this process and among them the Regions, which are able to design and deliver an integrated approach to the development of a territory. It is this territorial approach to development that currently guides the work of the CPMR Regions and deserves to be taken on board to a greater extent from the design stage through to the evaluation of cooperation projects.

The issue of funding remains of fundamental importance, as only a marginal part of the total spending in development cooperation is at regional level. Nevertheless, Regions do their utmost to increase their involvement in recipient countries and demand a proper framework to complement their efforts. In this respect, this short analysis confirms that the European Commission is heading in the right direction by recognising the role of local and regional governments in development and preparing the basis for a thematic programme aimed at non-state actors and sub-national authorities for the 2014-20 programming period. Building on their experience, local and regional governments will continue to participate in development projects by creating innovative approaches such as the ones described in this paper.

This new attention towards the action of local and regional authorities in development will hopefully be recognised at national and international level allowing the development of local and regional approaches to help decentralisation processes and build democracy. The CPMR Regions believe that this is just the beginning of a new era of development cooperation which will help the catching-up process between North and South in the coming years.





ANNEX I

Project on “Activities to support the constitutional and decentralisation process in Tunisia” University of Siena

The project “Activities to support the constitutional and decentralisation process in Tunisia” aims to support the new Tunisian democratic regime, specifically on the issue of decentralisation.

The starting point is the recognition of joint necessity between decentralisation and democracy and the belief that the processes of transition towards democracy, and especially its consolidation cannot take place without the participation of local communities.

This requires the development of:

- A culture of decentralisation and participation of civil society;
- Provision in the Constitution and legislation, for organisational structures of public government based on the principle of decentralisation

The project aims to improve both perspectives, in order to bring people closer to a culture of decentralisation and participation and to make decision-makers aware of two compared experiences that can guide them in the choice of institutional arrangements to foster decentralisation.

In summary, the planned activities are:

1. creation of a training course in Tunisia for university students, civil servants and civil society representatives on decentralisation and participation, which will be repeated in three places (Tunis, Kasserine and Sousse);
2. support for the Tunisian constitutional and legislative process, by holding two workshops, one in Italy and one in Tunisia, targeted specifically at members of the Decentralisation Committee of the Constituent Assembly and subsequently to members of Parliament;
3. preparation of a comparative information pack on decentralisation and participation, in French, to be submitted to members of the Decentralisation Committee of the Constituent Assembly, and which could also be used as material for the training course.

A partnership was established between the University of Siena (Italy), the Province of Siena (Italy), the University of Tunis (Faculty of Legal, Political and Social Sciences) and the University of Sousse.

ANNEX II

Project on “An operational (financial) platform to promote industrial cooperation between Italy (Tuscany Region) and the Mediterranean” Toscana Promozione

The objective of this project is to set up a joint guarantee fund for the development of Small and Medium-sized Enterprises (SMEs) in the Mediterranean to promote a fair and balanced development, tackle unemployment and foster social cohesion, integrate the regional economy, expand the market, and ultimately extend the democratic process. This tool provides an opportunity to address a process of profound restructuring and reorganisation allowing Tuscan businesses, especially small and medium-sized ones, to meet the challenges of globalisation and maintain their competitiveness.

Alliances and Partners: One of the priorities concerning the debate on economic integration in the Mediterranean is the establishment of a financial agency to support the development of the private sector and help raise the necessary funds for productive investments. The European Investment Bank (EIB) is active in the region, as well as national organisations including SIMEST, in addition to banks. The main problem of Mediterranean financial systems is actually not the lack of reserves, but the difficulty small and medium-sized private operators have in accessing suitable sources of credit.

There are two structural-based reasons for this: the cost of transactions in relation to the negotiated loan amounts, and the discrepancies in information between businesses and banks, making it difficult for banks to assess the legal risk for each client. This is then reflected in extremely high levels of security that end up discouraging new businesses and new investments. For this reason, the creation of a joint guarantee fund by Tuscany with partner Regions could constitute a major innovation in an attempt to reduce the information gap between businesses and banks and reduce the cost of financing for businesses.

Activities: It could be considered to launch an integrated technical and financial initiative which aims firstly to provide technical assistance to small and medium-sized business in the Mediterranean countries, and secondly to constitute a joint guarantee fund to help raise the necessary financial resources in local markets. The technical part would aim to promote new investment in the Mediterranean countries, taking into account risk analysis and mitigation. This type of intervention, if combined with a promotional action per sector or district in Tuscany, could also pave the way for industrial cooperation between the two sides of the Mediterranean.

The financial component could be constituted through the capitalisation of an industrial joint guarantee fund, which, on the basis of information collected through the technical assistance activity, would give the opportunity to select the most interesting projects and help carry them out by supporting collateralisation. This programme would, in the long term, also have the potential to promote relations between the Mediterranean and Italian financial systems, by supporting the exchange of good practices and thus providing the Italian private sector with a more efficient operating system to develop its relations in the Mediterranean.

Estimated cost: the initial and experimental creation of a joint guarantee fund of 10 million euro is planned, which would trigger investments worth 60 million euro thanks to the financial leverage effect.





ANNEX III

Project on Open Town: Supporting active citizenship and the Solidarity-based Social Economy in the town of Kasserine COSPE and Centre North Souta

The project, carried out in partnership with **COSPE** (Cooperazione per lo Sviluppo dei Paesi Emergenti –Cooperation for the Development of Emerging Countries), **ICNS** (Istituzione Centro Nord Sud della Provincia di Pisa – Centre, North South Institute, Pisa Province), Economic Public Interest Business Centre in Kasserine, **AFTURD** (Tunisian Women’s Association for Research), and **Association Inter-Made**; contributes towards achieving recognition of the right to active citizenship and the socio-economic inclusion of young people and women from disadvantaged areas in Tunisia.

Specific objectives: Strengthening local governance systems and the networking capacity of local organisations to build pathways to support self-organisation initiatives for young people and women within the Solidarity-based Social Economy (SSE).

Expected Results:

- Creation of a consultation platform on employment policies and access to economic rights with the participation of local institutions and decentralised service providers on employment and civil society (young people and women)
- Assistance for a group of pilot micro-enterprise initiatives related to the solidarity-based social economy through local businesses incubators

Activities:

1. Joint study on employment opportunities for young people and women in the SSE, place-based potential and possible services;
2. Establishment of the institutional platform for local support services for youth and women’s initiatives;
3. Establishment of the Platform on the principles of the SSE and management of services offered by business incubators;
4. Launch of incubator services for pilot initiatives for young people and women within the SSE.



ANNEX IV

Project on Training talents and future leaders of the countries of the south Mediterranean University of Florence

The objective of the project is to organise a one-year inter-university master's degree course to train future managers and leaders in the countries involved.

Alliances and Partners: The project involves the Tuscan university system and two universities in Tunisia. When establishing partnerships, it was logical to start from what already existed as part of the MAEM/MEMA project under the MED European transnational cooperation programme.

Activities: Creation of an international master's degree course as the result of a strong collaboration between the Tuscan (and European) universities and Universities in Tunisia.

The **target group** consists of 70 to 100 young prize-winners in various disciplines who have distinguished themselves in their area of expertise and who were selected through clear and transparent procedures.

Objective of the Master's degree course: to train the new leadership of interested countries in the southern part of the Mediterranean by offering them the opportunity to take high-level courses that will enable them to gain not only a national but also a regional vision of the issues they will need to address.

Coordination of the Master's degree course: the course is mainly dispensed by the University in Florence and plans for "strong" forms of participation by the Tunisian university system, which will be involved for example, in developing the project, defining the teaching content, and in training local teaching staff..





ANNEX V

Project on Support for the health and welfare system in the Governorate of Kasserine Meyer Hospital

The project aims to improve health conditions in the territory of the Governorate of Kasserine. Actions will focus on topics identified as priorities in light of the issues identified by the International Health Cooperation mission of Tuscany Region in November 2012, the mission of the French Region PACA, and considerations made by the WHO in the Country analysis in 2010.

The areas of action covered by the project are:

1. upgrading of the sterilisation unit in Kasserine Regional Hospital;
2. improvement of primary health care, especially in the field of maternal and infant health (easy delivery, neonatal intensive care, prenatal visits, etc.) and cancer prevention (cervical tumour and breast tumour).
3. outreach and awareness campaigns for civil society, particularly women, in the field of health education, maternal health, prevention, etc.

Different types of activities will be planned for each of these areas: training courses and on the job training, structural interventions (upgrading and purchase of material), awareness and information on health and social welfare issues.

The majority of training activities are designed for healthcare and welfare workers to boost their knowledge, skills and command of working procedures, which are essential for improving primary health care services in the identified context.

The beneficiaries of the project are:

- Medical and healthcare staff at Kasserine Hospital, especially hospital staff involved in the management of the sterilisation unit and in the provision of maternal and infant health services and the prevention and treatment of cancer in women;
- Associations within the Governorate (especially women's associations);
- The population of the Governorate as a whole, especially women who will have access to maternal health services and outreach, information and prevention activities.

The project originates mainly from the results of the International Health Cooperation mission of Tuscany Region. The mission pointed out the critical situation with regard to sterilisation, particularly in relation to the sterilisation unit of Kasserine Regional Hospital, and the training of healthcare workers in primary health care.

These results, cross-referenced with the health data of the Ministry of Development and Regional Planning concerning the Governorate of Kasserine, have led to a focus on maternal and infant health and cancer prevention (cervical and breast tumours).

By analysing the issues and interventions already existing within the territory, the NGO COSPE was selected as a partner to carry out some of the project activities, since it is already an active player within the Governorate of Kasserine working on the capacity-building of local associations, support for active citizenship and the solidarity-based social economy. COSPE will be directly responsible for outreach and information activities with civil society within the Governorate.

The Governorate, Kasserine town council and other local institutions will be constantly involved throughout the project. The project also takes into account the “National Programme Against Cancer” sponsored by the Ministry of Health of the Republic of Tunisia and activities related to the prevention of cancer in women carried out by the Italian Cooperation in Tunisia.









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