

Decentralised cooperation in the mediterranean and the middle east

Projects and best practices of the regions

APPENDIX



BEST PRACTICES: EMPOWERMENT AND MULTI-SECTOR INTERVENTIONS

FRIULI VENEZIA GIULIA - SUPPORT TO CIVIL ASSOCIATIONS IN TUNISIA

Project: DEVELOPMED - Supporting the development of democratic processes in Tunisia and the promotion of relationships between the economic system of Friuli Venezia Giulia and the Maghreb countries.

Implementing body: Euro-Mediterranean Institute – Euromed

Partnership:

- Euro-Mediterranean Institute of Friuli Venezia Giulia
- Council of Europe's Association of local democracy agencies (ALDA)
- Lam Echaml, network of civil society associations and individual citizens of Tunisia

Location: Region of Friuli Venezia Giulia (FVG)

Testing, application and development

As part of the implementation of the Developed project (launched via the regional authority and the operating partnership of the Euro-Mediterranean Institute), the Region of FVG's objective was to promote and support democratic processes as a stabilising tool in the area, and to promote existing economic relations and incentivise new opportunities to build relationships between the Region of FVG and Tunisia.

The innovative aspects of the testing concerned:

- support to the process and to the creation of a local Democracy Agency via meetings with stakeholders in the Agency;
- the development of public awareness-raising campaigns in the whole country and the creation of a media centre as a tool to support the activities of the network of associations belonging to Lam Echaml, a network of civil society associations working jointly to create a strong, open and efficient movement that can move forward together in building a modern, democratic republic of Tunisia, and to combat terrorism.

The application and implementation of the project comprised the following specific stages:

- training activities aimed at promoting human rights and democratic processes to educate operators in the network;
- designing training modules on active citizenship and participation tools;
- setting up of active citizenship workshops and capacity-building actions with NGOs and representatives of the associations;
- organisation of a forum on: "Democratic processes in Tunisia and the prospects for cooperation and development in the Mediterranean Basin".

The Forum, which was held in the Region of Friuli Venezia Giulia on 9 April 2016 was an important opportunity for dialogue, attended by representatives of Tunisia's four associations in the "Tunisian National Dialogue Quartet", which won the Nobel Peace Prize in 2015; the United Nations High Commissioner for Refugees, Geneva; the United World College of the Adriatic; as well as civil society institutions and organisations.

Results and impact

The project generated a number of important results.

At regional level:

- a) it laid the groundwork for creating a Local Democracy Agency;

b) it provided an opportunity to make contacts and form relationships to develop further initiatives with social, cultural and economic organisations in Tunisia;

c) it was an important opportunity to raise public awareness in the region regarding processes under way in the Maghreb - and Tunisia, in particular - as well as to promote a culture of co-existence with and acceptance of the Southern Mediterranean populations. It also improved knowledge of migration phenomena.

In Tunisia, the project had a significant impact on the strengthening of the democratic process and generated the following results:

1. - the organisational capacities of civil society and bodies working for human rights and for the advancement of society were strengthened;
2. - a training initiative designed to educate network operators in the field of human rights and transparency was developed;
3. - information campaigns to raise awareness in local communities and training activities on the entitlement to proper democratic governance of political participation processes were conducted;
4. - a media centre was created.

Quality aspects

The project is part of a broader human rights and social development strategy in Tunisia pursued by the network of associations belonging to **Lam Echaml and involving the 2015 Nobel Peace Prizewinning Quartet**. These organisations, which represent agencies run by the local population, are deeply rooted in the social fabric of Tunisia. As part of the project, a major empowerment exercise was carried out, which, through training initiatives, led to an improvement in human resource skills. This, in turn, increased the capacity of individuals in civil society to further develop their operational skills, also by introducing new operational tools.

The project has particular value as a model and example of the development of democratisation processes in the Maghreb region: Tunisia is the best candidate for democracy in the Arab world and, in its view, represents a crucial test case. The success or failure of democracy in Tunisia could fuel or dispel the expectations of numerous civil society movements that are keeping an eye on this experience, particularly in Morocco, Algeria and Egypt.

Management - organisational, material and human resources

The event was managed by the region and involved the Euro-Mediterranean Institute in Friuli Venezia Giulia and Lam Echalm in Tunisia. The latter made an important contribution to the event, using, *inter alia*, its own resources and operational structures to best achieve results.

The region funded the bulk of the costs, with a portion being self-funded by the partner bodies.

Sustainability and replicability

The development of forms of democratic participation in close consultation with the institutions underpinned the project. The Tunisian partners have been carrying out this function since 2011, which was recognised by the government authorities and given the official seal of approval with the award of the Nobel Peace Prize in 2015. Moreover, the additional activities designed to strengthen the action and initiatives of these organisations were also helpful in improving dialogue with the institutions within the prescribed timetable for the implementation of further social or civil reform projects planned by Tunisia in its modernisation and democratisation process. The actions were developed with the direct involvement of the institutions to create a virtuous circle, enabling reform projects, demanded by citizens in light of the expectations generated by the Arab Spring, to be implemented. Moreover, the network of associations involved in the **Lam Echaml project, by carrying out the planned actions, played an**

important role of initiating dialogue with all strata of the population in the different regions in the country.

This project gave rise to the first example of project capitalisation and follow-up work with a project called “MED-NET Strengthening the role of civil society in the democratic and social reform process and in the promotion of human rights in Tunisia and the countries on the southern shores of the Mediterranean”. The project received specific funding equal to 60% of the cost in the subsequent development cooperation tender and involved Euro-Mediterranean Institute and Lam Echaml as partners.

2017 also saw the creation of the Local Democracy Agency (the preparations for which were supported by the project) as a mechanism for dialogue and intervention in civil society and the institutions in Tunisia.

Further discussions are being conducted by the two partners about new projects based on the replicability and capitalisation of the results of this project.

However, the skilled project partners and the commitment of the Friuli Venezia Giulia Region in the Maghreb region, and Tunisia in particular, ensure that this project can be reproduced. The results obtained will therefore be reconsidered and leveraged in the regional initiatives currently in progress.

As project partner in Tunisia, Lam Echaml has close links with the other organisations in the Maghreb region, and is therefore a reference point given that it has networks of large projects and working partnerships, such as Coppem (Standing Committee for the Euro-Mediterranean Partnership for Local and Regional Authorities) and CESIE (European Centre of Studies and Initiatives).

Key concepts

- 1) To strengthen the organisational capacities of civil society and bodies that work for human rights and social advancement in the Mediterranean region.
- 2) To support the local network of organisations involved in the country's democratic and social development;
- 3) To foster and enhance social and economic relationships;
- 4) To improve living conditions and the integration of local communities;
- 5) To promote and develop new relationship networks;
- 6) To disseminate more widespread awareness of the promotion of human rights and basic freedoms.

FRIULI VENEZIA GIULIA - DAWN IN SYRIA

Project: Dawn in Syria: training, mediation and reconciliation.

Implementer: Project managed by the Region of Friuli Venezia Giulia with the @uxilia Foundation as the implementer.

Partnership: Department of Life Sciences, University of Trieste; Maram Foundation (Turkey, Syria)

Location: Turkey – Gaziantep and Reyhanli, and Syria – Atma Refugee Camp, Idlib Province

Testing, application and development

The Syrian crisis and civil war that broke out in 2011, and which has grown steadily worse over the years, have triggered the flight and forced migration of more than half the population, with millions of displaced people and refugees finding refuge and hospitality in large numbers in the neighbouring countries. Nearly two million Syrian refugees live in Turkey, with the majority in the Gaziantep area and the province of Hatay. The aim of the “Dawn in Syria” project was to develop integrated responses to the complex needs of this population, in which women and children represent the most vulnerable group. The project started with a thorough and accurate analysis of the needs of the target population bands, thanks to work already carried out by the local partner. A detailed analysis was then made of the conditions for the women who used the Atma Women’s Centre. Psychologists and potential beneficiaries of mediation and negotiation courses were also consulted. In light of their long-standing experience in both Syria and Turkey, representatives of the Maram Foundation, together with their counterparts in @uxilia and UNITS, analysed the strategies to be adopted and the type of activities necessary to organise and run courses that would best suit attendees, given the issues they face in their daily life and in the reconciliation process. After careful examination, the ideal location for the training courses was identified as the Al Bayti di Reyhanli orphanage near the Turkish-Syrian border.

As a result of the preliminary analysis, the general objective was established as helping to improve the social, health and economic conditions of the Syrian refugee population, especially women. The specific objectives addressed: 1) the acquisition of social, organisational and professional skills encouraging women in the project to start income-generating activities; 2) an improvement in the skills of the staff working in the social, health and education fields in the treatment and psychological rehabilitation of women and minors who are victims of trauma caused by the conflict; 3) the promotion of direct involvement in mediation and reconciliation activities. To this end, the project planned theoretical/practical training courses in three areas:

- Mediation and negotiation
- PTSD management
- Development of professional skills to enable people to start a business and become involved in local agencies (school clothing, scarves, jalabiya, bed linen).

The direct and indirect beneficiaries of the actions promoted were as follows:

Direct beneficiaries

- Training of 30 trainers on mediation and political negotiation, post-traumatic stress disorder (PTSD),

Handmade tailoring and knitwear

- Professional training in handmade tailoring and knitwear for 150 women from the Atma refugee camp aged 18 and over and with experience in the textiles sector (specific involvement of widows with families, women who had been illiterate women, and women with minor disabilities).

- Training on mediation and political negotiation

<p>20 doctors, paramedical staff and trainers for basic mediation techniques 20 doctors or trainers identified/selected as possible political negotiators between the parties in conflict</p> <p>Psychological training in post-traumatic stress disorder (PTSD):</p> <p>10 doctors and paramedical staff 10 trainers 10 psychologists</p> <p>Indirect beneficiaries - refugees from the Idlib region in Syria, and Gaziantep and Hatay in Turkey, women and children who are victims of the Syrian conflict, local communities in Syria and Turkey.</p>
<p>Results and impact</p> <p>The project developed an integrated approach to the needs for psychological support and social inclusion of Syrian refugee women. Socio-economic empowerment pathways were developed for the women taking part in the professional training programme; an effective rehabilitation programme was launched for women and children with specific post-traumatic stress disorders; and ways of raising awareness and directly involving the local authorities and civil society in political negotiation and cultural mediation processes between individuals belonging to different ethnic and religious groups were initiated. The micro-entrepreneurial activities enabled at least 80% of the women on the professional training courses to successfully complete the training. In addition, by the second year of the project, 70% of the women had started income-generating handicraft activities following the training they had received. Forty trainers, doctors and psychologists were trained in the management, treatment and rehabilitation of post-traumatic disorders. Four meetings involving the various representatives of local civil society on inter-cultural negotiation and mediation were also promoted and implemented.</p>
<p>Quality aspects</p> <p>When looking at the quality aspects, it needs to be borne in mind that the aim of this project was to target the specific conditions of Syrian refugee women who are often widows and need to re-establish social relationships in a strongly male-dominated public culture and often do not have the tools to do so; furthermore, Syrian refugees in Turkey also have the added burden of coping with the language.</p> <p>Quality aspects might include the following:</p> <ul style="list-style-type: none"> • Integrated approach to needs for psychological support and social inclusion; • Needs analysis and planning of objectives and activities in conjunction with both local and international partners and experts; • Negotiation with the religious authorities and representatives of civil society; • Delivery of training courses for Syrian women; • Start of micro-businesses by women; • Implementation of professional skills training on the management and treatment of PTSD for trainers, doctors and psychologists; • Strengthening the potential for providing areas where women can gather together and socialise.
<p>Management - organisational, material and human resources</p> <p>General project management was undertaken by the implementer, @uxilia, which appointed a general coordinator. The local partner, Maram, appointed a local coordinator. The Director of the Reyhali Orphanage, which is also managed by Maram, was identified as the manager of the activities and courses run at the orphanage. The first phase of the project was dedicated to selecting trainers, who were chosen, in conjunction with the Maram Foundation, from the local experts in the fields concerned. The latter attended seminars held by international experts, and specialist staff from @uxilia, UNITS and Maram, who</p>

were responsible, together with the trainers, for defining the methods of managing the courses and subsequent activities.

The next phase involved selecting course attendees, women, trainers and medical and paramedical staff, who benefited from the courses listed above. The Maram Foundation's database, which was already available and updated on an ongoing basis, was used to identify beneficiaries.

The training was planned and organised during the preliminary phase. During the same period, preparations were made for courses to be run at the Reyhanli centre in Turkey. This had been chosen as the venue for the project courses as it was more secure and accessible for both international and local operators than the school in Atma, Syria. Once the planning and venue preparation were completed, the training courses were held and the people that were trained in new skills were then reintegrated into their respective working environments in Turkey and Syria. Trainers responsible for specific training courses on political and socio-medical mediation were identified by liaising with representatives from international agencies, with a place reserved for international operators from Italy.

A crucially important role was played by the lecturers at Trieste University, who actively helped educate operators on post-traumatic stress disorder and the psychological aspects of political mediation and negotiation processes. In line with the current operating strategies of international cooperation, the body of training experts provided their opinions and contributed to any additions/revisions of the key manuals prepared by international agencies on PTSD, negotiation, mediation and the main issues addressed during the planning work.

As part of the process to select trainers for the project, a questionnaire was provided to evaluate any religious extremist personalities, to ensure that cross-cultural dialogue could be fostered.

The items (especially scarves) made by the women who attended the business training courses were also sold on stalls and stands at national and international events to promote and disseminate the results of the project.

Sustainability and replicability

Financial sustainability - The development of training courses and the opening of a dedicated space for women will inevitably produce an improvement in socio-economic conditions in the area, thanks in particular to the active involvement of the women, thereby fostering personal growth and improving quality of life. As a result of the training received, the ability of women to manage their own profits from micro-businesses, together with the improvement in savings and the concept of saving as a sound financial principle, will ultimately be a means of financial support to micro-business activity. Agreements will be sought with workers and factories for the production of large quantities of garments, such as blankets, clothing and hand-embroidered Arab dress (Syrian production and manufacture of the latter is highly prized and sought-after in the Arab world). Furthermore, the launch of the handmade products in the fair trade market, at all stages of the work carried out by @uxilia, will constitute a form of financial sustainability, with the profits reinvested as donations to support the local community.

Institutional sustainability - A network of dialogue has been created and is being strengthened via awareness-raising initiatives locally and in Europe; new local groups and organisations committed to issues of social advancement and the protection of human rights have been created, thanks to, *inter alia*, the involvement of institutions and citizens who have organised meetings, active dialogue and the dissemination of results achieved. This has also been possible thanks to the testimonies of the beneficiaries of the project and the promulgation of the results. It will also be possible to establish joint policies, programmes and interventions thanks in part to the coordination of the institutional network and the Maram Foundation's partnerships with local associations, research centres, universities and specialist staff in Turkey and Syria.

Project continuation and replicability - The partnership between the Region of Friuli Venezia Giulia, the @uxilia Foundation and UNITS has led to further initiatives, which could generate new projects, including some with other types of funds. @uxilia and UNITS have continued working with the Maram Foundation; specifically, they are tackling aspects of PTSD and providing support for the opening of a women's centre in Reyhanli. Taking the experience obtained by its partners as a starting point, the project is based on a thorough analysis and detailed knowledge of the local culture and traditions, and the political, social and

economic situation of the country. By paying particular attention to the local conditions, the approach developed enables the initiative to be replicated in other areas, focusing on the consequences generated by the conflict - a dramatic and extraordinary event that provokes deep wounds in both the psycho-physical dimension and in the entire social fabric. In light of the results obtained, the guidelines adopted in the Syrian situation may be applied in other contexts, after carrying out an analysis of the specific features and characteristics of the country and issue in question. Some features of the planning and implementation strategy for the activities, such as the methods of choosing the local counterparty (which guarantees a successful outcome to the activities), and the sustainability and quality factors of the project, make it possible to reproduce the project's benefits in other geographical and thematic contexts. On completion of the project, documents were prepared on some of the mediation cases (both successes and failures) undertaken during the life of the project, which will serve as a basis for knowledge-acquisition and study for operators working in the field of refugee aid in both the regional/national territory and in other places.

Key concepts

- Psycho-social support and social inclusion of refugees
- Gender-based responses
- Responses to the specific needs of the local situation
- PTSD management and treatment
- Creation of guidelines for professional intervention in PTSD management and treatment in minors
- Activities of micro-entrepreneurship for women to ensure their economic autonomy (socio-economic empowerment)
- Professional training of local people.

EMILIA ROMAGNA - INITIATIVES TO SUPPORT THE SAHRAWI PEOPLE IN ALGERIA
Results and impact
<p>The impacts can be assessed in both qualitative and quantitative terms; qualitative impacts include the strengthening of competences among healthcare staff working in obstetrics and gynaecology, and of the teaching staff in Sahrawi schools, while quantitative impacts can be measured in terms of dispensaries built and/or renovated (seven in Smara); one school that was renovated after the floods in 2015 (in Smara); pharmaceutical laboratory staff were updated (11 staff); a healthcare team was created and provided with healthcare equipment for screening all schoolchildren; all children were issued with a healthcare card; around ten children per year were treated in Emilia-Romagna; all staff involved in vaccination campaigns were trained and equipped with reagents and vaccines; teaching staff were updated and equipped with teaching aids (all the teachers of the main Sahrawi prefectures); all Sahrawi schools were provided with history and geography text books; a school canteen was built in Tifariti and food guaranteed to be provided for all children attending the school (around 70).</p> <p>Solid institutional relationships with the Sahrawi government counterparty and representatives of the civil population</p> <p>The population is now accustomed to obtaining and using medical and educational equipment (e.g. Sahrawi women have access to the dispensaries in the prefecture (<i>wilaya</i>) of Smara for mother/baby healthcare supplies).</p>
Quality aspects
<p>Project cooperation with the Sahrawi counterparty has all the features of a true partnership of equals. All the activities stem from genuine requests from the people, made by the institutional representatives and the civil population. These proposals are verified during technical and institutional missions, and the resulting activities are decided at a regional coordination board called the <i>Tavolo paese saharawi</i> ("Sahrawi country panel").</p> <p>The initiatives for the Sahrawi people take the form of a "typical decentralised cooperation intervention", where the few economic and financial resources are multiplied and used efficiently, thanks to highly valuable contributions in terms of professional skills, regional excellence, work models and internationally-recognised best practices. The projects are carried out through the careful use of appropriate technologies, harnessing human resources and local tools, fully complying with and optimising competences and the local culture, and mobilising Emilia-Romagna's best professions and working procedures.</p> <p>The results of the regional projects on the Sahrawi population are highly visible, concrete and easily measurable. The Sahrawi government and the population of the refugee camps are very well aware of the Emilia-Romagna region and the associations, NGOs and local authorities that directly carry out the project activities. The projects that are jointly funded by the region are identified by printed signs displaying the region's logo, and the local staff working on the projects speak fluent Italian, as they have visited Emilia-Romagna many times for training courses. The ongoing interventions and regular monitoring have fostered strong relationships of mutual trust with the institutions.</p>
Management - organisational, material and human resources
<p>The driving force of decentralised cooperation for the Sahrawi people is the existence of highly active humanitarian associations in the various provinces in the region, which act as a strong bond between the various organisations in Emilia-Romagna and the technical and institutional counterparties in the Sahrawi region.</p> <p>The economic resources made available by the Emilia-Romagna region amount to around EUR 180,000 annually, which represents no more than 50% of the total cost of the individual projects.</p> <p>The value of professional contributions in the healthcare and education sector is not easy to quantify but represents a huge asset in the various projects. Healthcare staff regularly visit the Sahrawi prefectures to</p>

run training modules and provide healthcare advice about the regional projects: Sahrawi medical and nursing staff receive annual training updates at the public and private healthcare centres in our region. The same thing happens regularly for the education sector. Sahrawi children are visited *in situ*, and the most complex cases are treated in highly specialist health units in the Emilia-Romagna region. The networks of partners that undertake the projects in the Sahrawi camps consist of dozens of public and private bodies involved in decentralised cooperation: NGOs, associations, local authorities, syndicates, universities, health authorities, private hospitals, schools, etc. Lastly, all the projects have a particular focus on minors or women. Most of the managers trained as part of the regional projects are women, due both to their traditional role in Sahrawi culture and society, and to the Emilia-Romagna Region's particular focus on gender issues.

Sustainability and replicability

The economic sustainability of the initiatives in such a specific context as that of the Sahrawi is by definition impossible. The Sahrawi government is currently governing in exile and its inhabitants are refugees in the hamada desert in Algeria, which is subject to the humanitarian aid programmes of UNHCR and other designated UN agencies (WPF, UNICEF, etc.). The only type of sustainability possible is technical sustainability due to the nature of regional planning, which predominantly comprises training and knowledge transfer. This main feature of the various projects enables the interventions and models to be replicated in similar environments. The aim is to achieve the hoped-for return of the Sahrawi population to Western Sahara, bringing with them all the working procedures and models learned during the long period of exile in Algeria. Projects in the refugee camps are by definition temporary and replicable. The Sahrawi government's objective is to train its officials so that they are in a position to manage the country in the hope that they will return to their own land.

Replicating the project models in other regional contexts is more complex; this is not so much due to the nature of the interventions, but to the huge idealism behind this project for the Sahrawi people, which enables it to maintain that aspect of purity typical of traditional voluntary work. In this case, the volunteers are often highly-skilled doctors, gynaecologists, obstetricians and teachers with recognised professional expertise.

Key concepts

- Equal partnership
- Proposals arising from the real needs of the population
- Sahrawi country panel;
- Monitoring in progress
- Health
- Education
- Food supplements
- Children
- Role of women

BEST PRACTICES: TRANSFER/EXCHANGE OF KNOWLEDGE AND CAPACITY-BUILDING

REGION OF CATALONIA - INTEGRATED MUNICIPAL SOLID WASTE MANAGEMENT IN AL FAYHAA – ISWMF

Project: Integrated Municipal Solid Waste Management in Al Fayhaa - ISWMF

Implementers: UNDP Lebanon and Unions of the Municipalities of Al Fayhaa-UCF

Partnership: Municipality of Barcelona, Province of Barcelona, Metropolitan area of Barcelona, Catalan Cooperation and Development Fund, and the Region of Catalonia

Location Al Fayhaa area: Municipalities of Tripoli, El Mina, Beddawi and Qalamoun

Testing, application and development

Although the number of displaced people from Syria has remained broadly stable in the last two years, and despite donors' contributions to Lebanon since 2011, the vulnerabilities of individuals and institutions are getting worse. Five years after the crisis, vulnerable people and institutions have fewer resources with which to tackle the effects of an increasingly lengthy migration due to the dwindling aid and limited opportunities for the country to support itself. It is both a challenge and an opportunity for the Lebanese municipalities dealing with the impact of the Syrian crisis to strengthen their resilience and stability. Since 2013, the Ministry of Social Affairs (MoSA), in conjunction with UNDP in Lebanon, has been supporting the 251 most vulnerable municipalities through the Lebanon Host Communities Support Programme (LHSP). The initiatives in this project are: 1) improvement in the supply of basic services in the municipalities or unions of municipalities; 2) support to people's livelihoods and generation of jobs; 3) prevention of conflicts, guaranteeing people's security, and peace-building. Using a participative conflict-sensitive methodology known as the mapping of risks and resources (MRR), adopted by MoSA as a way of making a rapid assessment to be able to respond to the crisis and define an appropriate local intervention, the communities can identify their most significant problems and define an alternative solution, which is integrated and consolidated within the municipal multi-sectoral action plan. This programme is incorporated in the National Crisis Response Plan defined by the Lebanese government. Over 300 projects to support the supply of basic services and people's livelihoods have been implemented under this plan. According to UNDP figures, 396,000 Lebanese people and 137,000 Syrians in 2015 alone benefited from improved municipal services thanks to the Region of Catalonia; the other Catalan public institutions participating in this programme are also ready to respond jointly to the refugee crisis to ensure efficiency and consistency. We recognise that Syria and the neighbouring countries such as Lebanon, and particularly their cities and local authorities, are on the front lines in providing humanitarian responses, and are therefore supporting the local governments that are faced with a huge influx of refugees. The Region of Catalonia's project in Lebanon - Integrated Municipal Solid Waste Management in Al Fayhaa - ISWMF, is included in an agreement signed by five Catalan public institutions (the Municipality of Barcelona, the Provincial Government of Barcelona, the Metropolitan Area of Barcelona, and the Catalan Cooperation and Development Fund), which aim to provide a joint response to the humanitarian crisis in Lebanon caused by the Syrian war. Contributions totalling EUR 730,000 have been pledged, with EUR 400,000 of this coming from the Region. This agreement between the five institutions ensures the provision of joint funding to the UNDP programme and Lebanon's social affairs ministry. The Catalan contribution is aimed at strengthening the capacity of the municipalities belonging to the Union of the Municipalities of Al Fayhaa (Tripoli, El Mina, El Beddawi and Qalamoun). This contribution is expected to enable the local authorities to increase their medium-term planning capacity and come up with innovative solutions, especially with regard to waste management. Municipalities are struggling to bear the burden of this expenditure: one study showed that municipal spending on waste disposal climbed 40% between 2012 and 2015, suggesting a strong focus on local capacities for 2016. The management of municipalities and local authority staff are challenged daily to meet the needs of their inhabitants with limited resources, while at the same time remedying the effects of the Syrian refugee crisis. Specifically, the necessity to address the need for solid waste management should align humanitarian intervention with the public services and the development of infrastructure in national systems and programmes. Furthermore, with the contribution of UNDP, the project will focus on more environmentally sustainable solutions and practices based on sorting and recycling, and the creation of capacities for public bodies at national and local level in order to strengthen and harmonise systems.

<p>Results and impact</p> <p>The three results expected in the medium term are:</p> <ul style="list-style-type: none"> • To increase the level of competence in the Union of the Municipalities • To improve the planning and management capacity in solid waste management, as well as in resource management and communication between municipalities in the Union • To improve the interaction, involvement and commitment of the local community (in the awareness that the community helps alleviate pollution, the health risk and the presence of unauthorised landfills, reducing the unauthorised/unregulated disposal of solid waste)
<p>Quality aspects</p> <p>One of the quality aspects of the project is that the Catalan contribution is not only a financial subsidy, but includes the transfer of knowledge and capacity via experts from the Catalan refuse agency of the <i>Generalitat de Catalunya</i>, the Barcelona City Council and the Barcelona Metropolitan Area. These exchanges have already started with an expert mission carried out last May, which made a diagnosis of the situation and prepared a report with recommendations. Following on from this first mission, UNDP and Al Fayhaa carried out a technical and policy mission to Catalonia, where it gained first-hand knowledge of our experiences of managing solid waste.</p> <p>Another quality aspect of the project is that it combines medium-term actions to tackle municipal solid waste management (awareness-raising campaigns, planning exercises, etc.) with pilot actions to monitor the effects of some of the proposed solutions before they are streamlined.</p>
<p>Management - organisational, material and human resources</p> <p>The project is still being implemented. Some of the features of the implementation method are described below. The current initiative includes two people (a senior consultant and a technical expert/project coordinator).</p> <p>UNDP is responsible for the following:</p> <ul style="list-style-type: none"> - Launch and finalisation of the recruitment process for technical staff to cover project management roles - Senior Consultant, Technical Engineer; - Launch and finalisation of the tendering procedure for the project contract based on the wording of the SOWs and TORs drafted by the Senior Consultant, and delivery of the equipment and machinery to UCF; - Monitoring the financial component, tenders and awards of contracts, recruitment, reporting processes; <p>The Union of Municipalities of Al Fayhaa-UCF is responsible for:</p> <ul style="list-style-type: none"> - follow-up and coordination of all the internal processes of the intervention; - reviewing, assessing and approving TORs, SOWs and any other relevant documents; - providing its structures and all the logistical support required by the staff recruited as part of this project; - machinery registration process (if applicable); - recruiting workers and a driver to ensure that the expected results and impact are achieved; - covering the costs of managing and maintaining the car; - ensuring that the refuse trucks and the assets acquired are managed and used well; <p>UNDF and UCF coordinate and discuss all the decisions with each other and liaise with the consultant recruited and the Catalan partners to ensure that the best decision is arrived at for the implementation and running of the project.</p>
<p>Sustainability and replicability</p> <p>The impact of the project will be long-lasting and sustainable beyond the period covered by the subsidy thanks to the commitment of the Union of the Municipalities of Al Fayhaa-UCF. On completion of the project, the Union will recruit technical staff with the main task of continuing the activities and overseeing what was achieved during the life cycle of the project. Another way in which it might have a continued</p>

impact is via its potential replication beyond the project's initial scope. Three documents will also be sent to the Union of the Municipalities of Al Fayhaa-UCF, namely: 1- Strategic management plan for the collection, transport and treatment of solid waste; 2- Manual on managing street cleaning and sweeping activities; 3- Manual on 'awareness' and the change management programme. In addition to the documents, the urban communities of Al Fayhaa-UCF will receive four fixed green points and one mobile green point together with all the related equipment (machinery, containers, etc.). Once the intervention is complete and delivered to UCF, it will be further managed as part of the UCF structure. It is worth noting that all costs, including those incurred in implementing the activities, must be borne by UCF.

Key concepts

- Internal coordination between institutions in the territory
- Technical exchanges
- Integrated management of municipal solid waste
- Enhancement of planning capacity of local institutions
- Alignment of humanitarian interventions to public services
- Infrastructure development in national systems and programmes

<i>AUTONOMOUS PROVINCE OF BOLZANO - TRAINING FOR TRAUMA THERAPISTS IN THE KURDISTAN REGION OF IRAQ</i>
<p>Project: Training for trauma therapists in the Kurdistan region of Iraq Implementer: Jiyan Foundation for Human Rights (headquarters: Erbil) Partnership: Red Pencil International Location: Kurdistan, Iraq</p>
<p>Testing, application and development</p>
<p>Results and impact</p> <ul style="list-style-type: none"> • Three courses of art therapy carried out • 20 therapists in nine therapy centres of the Jiyan Foundation trained in art therapy • Nine therapy centres equipped with the necessary materials to offer art therapy
<p>Quality aspects</p> <ul style="list-style-type: none"> • The Kurdish authorities have welcomed the project as, unlike most international organisations, the Jiyan Foundation employs highly-qualified local people, which means there is a lower risk of staffing changes than with expatriate personnel.
<p>Management - organisational, material and human resources</p> <p>Partnering with Red Pencil International, Singapore, proved to be of fundamental importance: the organisation, which specialises in art therapy, planned and ran the training sessions and provided the trainers. The chairman of the Jiyan Foundation, a psychotherapist and trainer, also played a vital role. 12 of the 20 therapists trained are women.</p>
<p>Sustainability and replicability</p> <p>The Jiyan Foundation places great emphasis on the ongoing training of personnel and on offering them a satisfactory working environment to avoid staff changes as much as possible. Art therapy is well suited to the Iraqi-Kurdish context as there are many traumatised people, including many children, who need therapy. Moreover, art therapy can also be applied with larger groups and in difficult environments such as refugee camps. In light of the highly positive experience, the Province of Bolzano is considering supporting a new mental health project by the Jiyan Foundation and assessing staff exchanges.</p>
<p>Key concepts</p> <ul style="list-style-type: none"> • Form of therapy that is well suited to the context • Training of highly-qualified local people instead of sending expatriate personnel • Authorities welcome the project

<i>UMBRIA - PALESTINIAN INTERNATIONAL ARBITRATION CHAMBER (PIAC)</i>
<p>Project: Palestinian International Arbitration Chamber</p> <p>Implementer: Region of Umbria</p> <p>Partnership: Sviluppoumbria; Faculty of Public Law, Perugia University; Presidency of the Palestinian National Authority; Palestinian representative bodies and organisations.</p> <p>Location: Palestinian territories</p>
<p>Testing, application and development</p> <p>The aim of the project is to promote local governance and the protection of rights. The implementer is the Region of Umbria. Specifically, the project led to the foundation of the Palestinian Arbitration Chamber (PAC) and training for the Board’s administrative and management personnel and qualified professionals specialising in arbitration disputes (lawyers, arbitrators).</p> <p>The Italian-Palestinian partnership made it possible to support the creation of the Board of Directors and management structure of the Palestinian International Arbitration Chamber, in accordance with the legislation prepared and enacted beforehand; it also ensured that it operated correctly and assumed professional liability. Furthermore, for the PAB’s first 12 months of activity, the Italian institutions involved guaranteed financial support and assistance in resolving problems that could arise during this initial period of activity.</p>
<p>Results and impact</p> <ul style="list-style-type: none"> • The Scientific Coordinator oversaw the work of the “Studies and Drafting Committee”, which prepared the founding texts of the Arbitration Chamber and its functions, namely: <ul style="list-style-type: none"> ○ Laws establishing the Palestinian International Arbitration Chamber; ○ Articles of Association of the Palestinian International Arbitration Chamber; ○ Procedural rules of the Palestinian International Arbitration Chamber; • Four series of “type A” courses were organised for 75 arbitrators and 45 lawyers, who sat the examination for authorisation to perform the duties of an arbitrator or lawyer in Palestine • The individuals who passed the exam registered with the Palestinian Register of Arbitrators and Lawyers • Those authorised to practice could then access specialist (“type B”) courses on specific areas (construction, public/private relationships, financial and project contributions, international commerce, e-commerce). • Agreements between PIAC, Palestinian universities and the <i>Ordine degli avvocati</i> (Italian lawyers’ national professional body) to launch apprenticeships and internships at the PIAC headquarters, which took on undergraduates or young graduates, newly-qualified arbitrators and articled clerks.
<p>Quality aspects</p> <ul style="list-style-type: none"> • Consistency between PIAC’s training programmes and services • Transparent staff recruitment procedures • Drafting and approval of the Articles of Association and Procedural Rules
<p>Management - organisational, material and human resources</p> <p>The Region of Umbria worked closely with the Directorate-General for Development Cooperation and local partners. Perugia University’s Faculty of Public Law played an important role in analysing requirements and planning/providing training courses. The Palestinian counterparty was the Presidency of the Palestinian National Authority, which worked in agreement with engineers’ and architects’ associations, the builders’ association, the lawyers’ professional body, the Industry Federation and the Palestinian Federation of Chambers of Commerce.</p> <p>The project benefited from the contribution of an expatriate project director and a scientific director, as well as management and monitoring mechanisms, namely: One management committee; one steering and monitoring committee; one research and drafting committee.</p> <p>The coordination actions were implemented in accordance with the Technical Appendix to the Agreement between the foreign affairs ministry and the Region of Umbria</p>
<p>Sustainability and replicability</p>

The project has the support of the Presidency of the Palestinian National Authority, which works in agreement with the professional bodies, trade associations and the federation of chambers of commerce.

Key concepts

- Governance
- Training of specialist professional roles
- Institutional capacity building

VENETO: ADRIFORT

Project: Adriatic fortresses and military areas (Adrifort)

Implementer: Region of Veneto

Partnership: City of Pula (Croatia), Juraj Dobrila University of Pula (Croatia), Municipality of Corfu (Greece), Municipality of Kotor (Montenegro), Chamber of Commerce and Industry of Tirana (Albania), Regional Directorate for National Culture O Ministry of Culture (Albania), Municipality of Piran (Slovenia)

Location: Italy, Slovenia, Croatia, Albania, Montenegro, Greece

Testing, application and development

The Adrifort project arose from an awareness of the value represented by fortified heritage (forts, fortresses, city walls, etc.) in the Adriatic coastal region - a resource that could provide economic and social benefits. The aim of the project was to create a new model of governance for cultural and social heritage, including via the involvement of private investors, and a network of public institutions to manage fortified heritage, with activities that would drive the economic growth of the surrounding areas. The project focused on “capacity building” by developing a common operating methodology that could assist institutions in managing and reusing fortified heritage in the Adriatic region; it also suggested effective ideas and suitable solutions that could be transferred, in other contexts, to cultural assets throughout the entire Adriatic region.

The “Adrifort” Project consists of three main actions:

- incentivising the economic re-use of the fortifications overlooking the Adriatic Sea.
- strengthening the capacities of participating institutions to address common problems in managing heritage and sharing effective solutions developed from their experiences
- raising awareness among local institutions, via pilot schemes, of how to make innovative re-use of the fortresses so that these cultural assets can become key factors for sustainable development.

Various initiatives aimed at encouraging citizens to participate in managing cultural assets were implemented by the local authorities during the life of the project. All project partners got involved in organising round tables, seminars and other forums in which to exchange information and share experiences, which were not only attended by sector operators and public officials, but also by private citizens, representatives of trade associations, and economic and social operators.

In this way, an attempt was made to facilitate synergies between the public and private sectors and to adopt participative procedures in managing cultural assets.

Results and impact

Concerted joint action was implemented: joint initiatives were organised with the aim of fostering greater interest in this specific type of cultural heritage, in order to achieve greater credibility, promote cross-border planning of shared assets, and exchange knowledge and skills.

A strategic partnership was developed: owing to the nature of the issues addressed by the project, essentially associated with stakeholders’ ability to identify and exploit the opportunities offered by fortified cultural heritage, the rationale for creating the partnership was based on each partner’s ability to ensure the successful implementation of the Adrifort project, paying particular attention to the institutional role of each and their capacity for dialogue with other stakeholders, such as private individuals. As a result of this approach, the Adrifort partnership comprised a balanced mix of various levels of government that could enhance multi-level governance, involve other institutions and private individuals, and ensure that the results could be converted into concrete operations in the medium and long term.

An integrated system of actions to improve the capacity of the Adrifort cross-border network was created: experimental tools and practices were implemented to support the operational efficiency of the network, including the strengthening of a multi-governance system for the conservation and management of fortified cultural and environmental heritage; the innovative socio-economic re-use of “the cultural and environmental heritage of military fortifications”; guidelines on the multi-level governance of fortified heritage; an online platform for sharing data and information on the socio-economic and territorial

potential of the Adriatic region's fortifications; multi-criteria assessment tools; a portfolio of investment opportunities (PIO), an improvement in institutions' approaches to managing fortified cultural heritage; experimentation with joint planning practices.

Quality aspects

The largest quality aspect was the partnership, which comprised a balanced mix of various government levels (municipal, provincial and regional, and national) that could enhance multi-level governance, and involve other institutions and private parties to ensure that the results could be converted into concrete operations, according to the competences of each one.

Another quality aspect lies in the adoption of a "feasibility and impact assessment model" shared by all the partners: using this model, developed by the economics faculty of the Cà Foscari University in Venice, each territory was able to assess both the socio-economic potential of the local heritage and the feasibility and outcome of the initiatives to restore fortified places and public spaces to be earmarked for services for local people and tourism.

Lastly, the Adrifort project made it possible to disseminate and develop local "best practices": the promotion of public-private partnerships for managing historic and cultural assets and organising local cultural events and development initiatives to promote fortified areas was tried out in the early 2000s with the agreement between the Region of Veneto and the Marco Polo System for managing Forte Marghera, which was intended to be a possible driver for the upgrade of the Venetian fortified structure.

Management - organisational, material and human resources

The Adrifort project did not require any particular specialist professionals or external experts; the activities were shared between the various project partners, which made use of internal resources. The involvement of economic and social operators experienced in managing services and cultural heritage and in social engagement made it possible to gather ideas and source human resources and expertise.

Sustainability and replicability

The activities of the Adrifort project that are most likely to ensure the sustainability of the initiative and maintain the interest of residents and institutions in their cultural and historic heritage are those that involved the local people in the regeneration and use of fortified heritage.

In view of the current situation in the cultural and environmental heritage arena, which is suffering from the effects of the financial crisis, the local population must be involved in promoting and restoring cultural assets to generate interest in the conservation of cultural heritage. The Adrifort partners worked in different ways to achieve this objective.

In Croatia, the Juraj Dobrila University of Pula started to collect all the available material on the forts: i.e. past and present maps and photographs of the fortresses, while the city of Pula invested in the renovation of some of the fortifications in the Štinjan area. Both worked on involving the local population, including students and children, via events organised in the fortresses. The investment made in the fortresses as part of the Adrifort project is now included in the city's heritage, and the area of Stinjan is included in the municipality's annual ordinary maintenance programme. In Albania, the cultural affairs ministry implemented a pilot project to restore Lezhë Castle and promote it as an attraction. Adrifort helped to define an operational model of intervention that will be used at other cultural heritage sites in Albania.

In Italy, the Municipality of Ravenna focused on the need to get citizens involved in the management and life of *Rocca Brancaleone* (Brancaleone Fortress) and successfully promoted a participative process called "Rocca Lovers". Some associations joined forces with the "Rocca Lovers" and organised events and activities such as "World Cafe" in an attempt to include the fortress in the city's life via cultural activities (e.g. the *Festival del cortocircuito*, a virtual exhibition of mosaics in the City Art Museum. All these activities will ensure the future sustainability of the Adrifort project.

In Puglia, the Adrifort project worked in conjunction with the Environmental and Cultural Systems (ECS), which are territorial associations that focus on the integrated management and promotion of environmental resources as a key factor in territorial development policies. The assumption is that the sustainable use of cultural heritage, combined with other cultural and environmental assets, can provide

social and financial benefits to the territories. Following this model - and to achieve Adrifort's objectives to promote the fortified heritage of the Adriatic coast - the Region of Puglia and the Municipality of Gallipoli signed an agreement to foster and encourage actions to promote the cultural and environmental heritage and to implement the integrated management of culturally or historically significant spaces (e.g. Gallipoli Castle). The aim of the agreement is to share experiences acquired locally in boosting the cultural value of assets and develop transferable guidelines for implementing policies to promote the fortified areas of the Adriatic coast.

The Adrifort project explored a number of opportunities for creating a themed network of the various historic and cultural assets of its partners. This means, *inter alia*, that it can be replicated in other projects and/or the solutions found can be applied in similar situations.

Key concepts

- Economically beneficial reuse of fortified areas along the coast of the Adriatic Sea following an innovative approach.
- Planning for sustainable development
- Participative process and new model for managing fortified heritage
- Strategic partnership

<i>PUGLIA – ADRIAWEALTH</i>
<p>Project: AdriaWealth Implementer: Teatro Pubblico Pugliese (TPP) consortium Partnership: AREA Science Park (Italy), RERA SD (Croatia), Geological Survey of Slovenia (Slovenia), Region of Puglia (Italy), HERAG (Bosnia-Herzegovina), Municipality of Fier (Albania). Associates: DURA (Croatia), University of the Prayer (Italy) and ZVKDS (Slovenia) Location: Italy, Croatia, Slovenia, Bosnia-Herzegovina, Albania</p>
<p>Testing, application and development A project that capitalises on the results of five previous projects financed by the IPA Adriatic Programme on issues such as culture, creativity, tourism and renewable energy: Archeo.S., AdriaCold, MedPaths, RoofofRock and ArTVision. The experiences acquired by the partners in the previous projects formed the focus of debate at “capitalisation workshops” and conventions in which stakeholders and policy-makers met to define strategies, sign agreements to work together on new projects, and brainstorm ideas for implementing innovative activities to create diversified and sustainable tourism. The AdriaWealth project also capitalised on the results of all 77 projects financed by the IPA Adriatic CBC Programme 2007-2013 via the RESULTS DATABANK web platform (http://www.adriawealth.eu/project-search/), an intelligent archive and special electronic library with original content, interviews and a concept map that facilitates the use and capitalisation of the results during the planning process and thereafter.</p>
<p>Results and impact The results of the project were: - the “results databank”: a database containing information on 77 previous cooperation projects based on the research of seven journalists (one per partner). The journalists conducted interviews and in-depth research on all the projects to identify the key words and explanatory concepts for each project (five per project); the aim was to make it easier to search the database by key word and organise the information; - the signing of a Partnership Memorandum: the project group developed an easy-to-understand and flexible essential agreement, which was then adapted on a case-by-case basis depending on the priorities and objectives of each working group or networking group; - feasibility study to address pillar 4.1 of the EUSAIR action plan; - seven formal networking agreements were signed based on shared needs and priorities; - nine new project proposals; - based on the experience of the Puglia public theatre, the first consortium of municipalities in Albania was established; its aim is to create a network of operators, facilitate the distribution of shows and identify public spaces in which to host them.</p> <p>The above-mentioned results made it possible to: - contribute to the diversification of tourism services in the Project region in line with pillar 4.1 of the EUSAIR objectives; - make good use of the key results of the projects previously approved under the IPA Adriatic CBC programme; - ensure the long-term effects of international and cross-border cooperation on the promotion of sustainable tourism by sharing, integrating and transferring best practices; - facilitate innovation and the cross-fertilisation of new products and services by developing transnational networking and clustering activities; - developing tools to facilitate the capitalisation process for other stakeholders in the Adriatic-Ionian region;</p>
<p>Quality aspects</p>

- Capacity for developing **tools to facilitate the capitalisation process**: the results and best practices of previous projects have become the basis on which to build new projects, develop new services (or products), and increase the capacity for action of those who took part in conventions and seminars.
- The project promoted an **intersectoral-clustering approach**, through which it was possible to mobilise operators and institutions from different sectors to produce a shared outcome.
- **Networking based on the identification of shared needs**: the project promoted forms of collaboration and partnership that are not based on the submission of project proposals in tenders for funding, but on shared requirements, needs and spheres of interest. A working group was created whenever shared needs and priorities were seen to converge; via a signed agreement, all participants in the group made a commitment to develop a project, should funding opportunities be identified (the Puglia/Greece agreement on the creative industry is an example of networking that created a project).
- The networking events produce guidelines, not projects: when they are set up, the aim of the working groups is to draw up lines of action, share experiences and define methods of intervention. The objective is not to access funding but to stimulate reflection and exchange ideas based on shared problems.
- The networking events also provide opportunities to create private partnerships with no involvement by public bodies or tenders: this is the case with a “consortium” of engineers in Puglia, who are developing an industrial prototype for the generation of fresh air from solar energy, born out of research promoted by Aria Science Park (a partner based in Florence). These engineers develop the production capacity of farm tourism systems by improving agricultural production and the energy efficiency of the accommodation facilities.

Management - organisational, material and human resources

Min. four human resources per partner involved in the project management and implementation of activities.

A joint “editorial board” for the partnership, comprising seven professional journalists who gathered and disseminated information on the actions, objectives, strategies and results of the project, in order to create consensus. The editorial board was responsible for press relations, social media communications, web content editing and content creation for AdriaWealth’s Results Databank.

The events involving exchanges of ideas and discussion can be held in each of the partner countries.

The parties involved also need to be able to support medium- to long-term planning, since the aim of this type of project is to define guidelines, share experiences and skills, and create networks that may not always materialise into funded projects - or not in the immediate future.

Sustainability and replicability

The memorandum signed by the partnership, the seven networking agreements signed during workshops and conventions, the nine new project proposals, and the results databank ensure the project’s sustainability and long-term effects.

The tools developed to facilitate the capitalisation process (workshops, conventions, agreements) as part of the project can be replicated in other contexts.

The most important aspect in ensuring the success of this project is the formalisation of the networking agreements, which represent a real commitment: first to discuss it and then (potentially) to take action.

Key concepts

- Capitalisation, best practices, formal networking, interclustering, sustainable tourism, culture

PUGLIA: TRICASE PORT MUSEUM

Project: Tricase Port Museum (European Territorial Cooperation Programme Greece-Italy 2007-2013)

Implementer: Magna Grecia Association

Partnership: Region of Puglia, Mediterranean Agronomic Institute of Bari (CIHEAM Bari), Salento University; *Costa Otranto, S. Maria di Leuca e Bosco di Tricase* regional park.

Location: Puglia

Testing, application and development

The process began in 2004, with the initial signs of the port's rebirth seen in 2007, thanks to the involvement of the city and its residents in an exercise to boost the attractiveness of the port and the Mediterranean vocation of this coastal region.

The project was implemented thanks to the contribution of the territorial cooperation between Greece and Italy, and is a concrete example (the only one of its kind) of a popular museum in a coastal and port area. The Tricase Port Museum constitutes a model of economic, social and environmental growth. In terms of compliance with sustainability and participation criteria, the Port Museum is the hub of economic, cultural and education activities, while also representing a place for meeting, discussion and the sharing and fostering of cross-cultural exchanges.

Results and impact

The Tricase Port Museum is a model of a seafaring and rural community, developed via the involvement and participation of the inhabitants and local business and social community.

Currently the *Ecomuseo di Venere* Tricase Port Museum is home to:

- Permanent Cultural Centre of Old Maritime Traditions
- Museum of Traditional Boats
- Municipal School of Lateen Sailing and Ancient Seafaring
- *La Rena e le sette bocche* ("the Sand and the seven caves") centre, a multi-functional space containing an info point, areas for discussion and the exchange of ideas, and spaces for the promotion of local products and specialities.
- Avamposto MARE ("SEA Outpost"), a centre for university, post-graduate and professional training, and cultural dissemination, founded by CIHEAM in Bari, in conjunction with the other project partners.
- The *Cantiere del Gusto* ("Taste Workshop"), a space for training, experimentation and culinary delicacies, offering an array of traditional recipes to try or rediscover, and showing age-old methods of processing fish and local produce.
- The *Portus Veneris* ship
- Multimedia maritime library

Quality aspects

- Strong integration between the Port Museum and the territorial stakeholders: schools, associations, business world, etc.
- Promotion of cross-cultural training initiatives
- Harnessing the value of the Mediterranean vocation: The Port Museum is recognised as a regional attraction by the Italian Cooperation Agency and CIHEAM.
- Promotion of the coastal area and local environment

Management - organisational, material and human resources

The *Ecomuseo di Venere* Tricase Port Museum

Sustainability and replicability

The project is based on the rediscovery and promotion of the identity of a small Mediterranean port, which has been a crossing point and hub for exchanging ideas since the Magna Grecia era. Nestling between a

number of seas and territories, the port has always been a melting pot of Mediterranean cultures, which has shaped the local population.

The Port Museum represents an innovative experience that can be recreated in contexts in which there is still cultural continuity (or it could be rediscovered) between a place (e.g. port, castle, cultural site) and the surrounding area.

Social and economic sustainability is ensured by a number of factors:

- synergy with numerous local bodies
- multifunctional spaces for both externally-funded and private training initiatives
- commercial activities

Key concepts

- Coastal location
- Promoting cultural value
- Local, Mediterranean environment
- Cross-cultural training

PUGLIA – ALTERENERGY

Project: ALTERENERGY (Energy Sustainability for Adriatic Small Communities)

Implementer: ALTERENERGY partnership, strategic project funded jointly by the IPA Adriatic CBC Programme 2007-2013 (Step 2.3 - Natural and Cultural Resources and Risk Prevention – Energy Saving and Renewable Energy Resources).

Partnership: 18 organisations, comprising regions, ministries and government agencies for energy in all the Adriatic countries:

IT - Region of Puglia (Lead Partner)

AL - Energy and Industry Ministry

BA - Ministry of Foreign Trade and Economic Relations - Department of energy from secondary sources and projects

HR - Region of Istria

HR - Region of Primorsko Goranska

HR - Region of Spalato and Dalmazia

HR - DUNEA, Regional Development Agency for Dubrovnik and Neretva

GR - Region of Epirus

GR - CRES - Centre for renewable energy sources and savings

IT - Region of Molise

IT - Region of Abruzzo

IT - Region of Marche

IT - Region of Emilia-Romagna

IT - Veneto Agricoltura - Regional agency for the agriculture, forestry and food-processing sectors

IT - Region of Friuli Venezia Giulia

ME - Municipality of Kotor

RS - Mining and energy ministry

SI - GOLEA - Local agency for energy, Goriška

Location: 63 target communities with fewer than 10,000 inhabitants selected from the entire Adriatic basin region: Albania, Bosnia Herzegovina, Croatia, Greece, Italy (Puglia, Abruzzo, Emilia- Romagna, Friuli Venezia Giulia, Marche, Molise, Veneto), Montenegro, Serbia and Slovenia.

Project budget: EUR 12 million

Testing, application and development

The strategic choice of design and planning operations led the selected communities to define the “ALTERENERGY model” to encourage more informed consumption and more sustainable generation of energy. The broad-based partnership played a crucial role in the project. It contributed to the signing of 41 memoranda of understanding with the small communities involved, the implementation of 22 capacity-building actions to develop technical and administrative skills, 48 energy assessment reports or updated local energy balance reports, 43 sustainable energy action plans and 63 feasibility studies conducted on target communities selected via public notices or multi-level territorial analysis. In Puglia and Albania, the testing was converted into pilot schemes.

- In **Puglia**, the activities in the selected community of Sant’Agata di Puglia centred around the upgrading of the energy efficiency of buildings and sustainable mobility choices, prioritising

conservation and harnessing the historic and architectural value of the area's heritage. The initiatives involved two schools (*Papa Giovanni XXIII* elementary school and *Antonio Salandra* middle school) as well as the *Pacinotti* IPSIA professional institute and the former *La Cisterna* Hotel, a historic building protected by the Fine Arts and Landscape authorities. Extraordinary maintenance works were carried out, involving targeted energy efficiency actions, which led to improvements in the comfort, energy consumption and security of these buildings. Now that the works have been completed, in addition to the financial savings generated, the disused *La Cisterna* historic building even offers the opportunity of supporting high-quality tourism, with employment and other benefits, thanks to a new accommodation management formula, which can be developed in the near future. In addition, there have been reductions in CO2 and atmospheric pollution thanks to the replacement of a diesel bus with an electrically-powered one, purchased for the urban public transport system. The positive effects of this will soon be seen locally.

- The application of the ALTERENERGY model in **Albania** focused on energy efficiency initiatives in a municipal building and nine state schools in the Lehza (Shenkoll, Fushe Kuqe, Balldre) and Lushnje (Terbuf, Grabian) regions. A total of ten actions involving wall insulation and improvements to heating and lighting systems were carried out.

Together with the two pilot schemes, the strategic project conducted some seven "demonstration activities" in Bosnia and Herzegovina, Croatia, Greece and Slovenia, as small-scale examples of how to apply the ALTERENERGY model, by trying out specific high-value solutions in the energy savings (ES) and renewable energy (RE) sectors.

- Specifically, in **Bosnia and Herzegovina**, decisions were made to focus on two types of sustainable solutions in the Bosanski Petrovac municipality: the replacement of mercury light bulbs with LED bulbs for street lighting and the regulation of heating systems, including the installation of special windows in the town hall to ensure thermal insulation. In the small town of Čajniče, the initiatives were implemented at the *Jovan Dučić* primary school, which now boasts a biomass heating system (instead of a coal-fired one) and fluorescent light bulbs for the school gym. Lastly, high-pressure sodium lights were chosen for street lighting.
- Another major investment was made in the Epirus region in **Greece**. The installation of a geothermal heat pump will improve the environmental ecosystem over time, by making use of the "free" heat generated by the earth for the air conditioning systems in the public building that houses the offices of the Threspotia regional unit in Igoumenitsa.
- Tangible interventions in several areas of **Croatia** offer various energy efficiency solutions, which will soon have a positive impact on every small community included in the strategic project:
 - ✓ in the Dubrovnik and Neretva county, where the demonstration activities coordinated by the DUNEA Regional Agency includes the adoption of a photovoltaic system, solar thermal collectors for hot water and LED lighting in the Ston elementary school;
 - ✓ in Primorje Gorski Kotar county, which saw the completion of works to install a 29.9 kW photovoltaic plant, a solar thermal system for hot water and a 90kW heat pump in the primary school in Čavle;
 - ✓ in Istria county, where a number of integrated measures relating to energy efficiency and renewable energy (flooring insulation, replacement of doors and windows, LED lights, modular hybrid (geothermal and solar energy) heat pump, automatic management of heating system, etc.) were carried out in nursery schools in the municipalities of Novigrad and Buzet;
 - ✓ in Split-Dalmatia county, where all the primary and secondary schools in Vrgorac now have photovoltaic solar panels.
- In **Slovenia**, Goriška Local Energy Agency (GOLEA), one of the partners, made a further investment in sustainable equipment. This related to sustainable transport in five pilot municipalities (Brda, Šempeter-Vrtojba, Miren-Kostanjevica, Divača and Pivka), where 14 electric bicycles and four charging stations for electric vehicles were purchased.

In total, the two integrated infrastructure schemes and seven demonstration activities comprised 30 energy sustainability interventions.

<p>Results and impact</p>
<ul style="list-style-type: none"> • The project invested in tangible assets, which were all developed upstream with detailed studies and a design phase for the works relating to energy infrastructure in state schools or historic buildings, together with innovative technology solutions for sustainable mobility, heating or lighting. • Further actions targeted at companies (dedicated initiatives on “capacity building”, round tables, an international convention in Tirana, and regional training sessions, along with meetings, events and B2B) involved 108 SMEs throughout the area. Their aim was to promote and support the internationalisation process of companies in the Adriatic market. We now have the facility to obtain detailed information about the profiles, activities and business interests of the sector thanks to the publication of “ALTERENERGY Small and Medium Enterprises Catalogue”, which is available on the project website. The website also offers a business scouting service that provides specialist information on investment opportunities and sources of funding for internationalisation activities in project partner countries. • ALTERNENERGY can also rely on a number of actions that, while intangible in nature, are concrete in the sense that they have positive effects in cultural, social, tourism-related educational, commercial and technological terms: the exchange of best practices, knowledge transfer, territorial engagement, awareness-raising campaigns, local economic development, internationalisation of productive sectors and many more, all of which are in keeping with the EU “20-20-20” climate and energy targets. • Six ALTERENERGY publications are available to support the small Adriatic communities in planning and managing targeted initiatives to improve energy efficiency and renewable energy, following an integrated approach to global sustainability. These publications are supplemented with “Guidelines for sustainable energy management in the Adriatic region”, which summarises the results of the assessment of infrastructure investments made under the strategic project. After defining the shared asset of energy expertise and the methodological basis, ALTERENERGY allowed its partners to carry out the planned activities and share technologies, uniform indicators about the Adriatic region and financial tools, which can also be used for any further investment necessary outside the scope of the project. The feasibility studies were published on the Alterenergy website and are available for communities with similar requirements. 24 financial plans for further energy sustainability initiatives were successfully completed.
<p><u>Summary of results/impacts:</u> Two pilot schemes and seven demonstration activities, a joint knowledge-sharing platform, an internationalisation process for SMEs, awareness-raising about sustainable energy; common operating practices among the project partners, improved policies and territorial cooperation, energy planning best practices.</p>
<p>Quality aspects</p>
<ul style="list-style-type: none"> • ALTERENERGY represents a shared management model for energy development policies in the Adriatic region. The investment made and concrete results achieved place Puglia at the centre of an extensive network of institutional excellence in the renewable energy sector, which will yield further results in the new EU Programme. • The potential for ALTERENERGY cooperation in the energy savings (ES) and renewable energy (RE) sectors can be measured via “system actions” and internationalisation processes that go beyond the core of the “business”. The combination of investment, collaboration and technology transfer in the Adriatic region has shown, in concrete terms, how a European project can strategically strengthen services that support SMEs financially and commercially, and facilitate meetings between companies and between companies and investors. • The most significant experiences that reported exceptional participation resulted from specific activities and awareness-raising campaigns promoted under the strategic project. Best of all was “OdisseAlternativa”, an educational and theatre-based programme, which saw the involvement of artists, teachers, schoolchildren and whole communities in Albania, Slovenia and Italy (in the Puglia, Molise and Veneto regions). This innovative formula very quickly turned into an unprecedented experiment: first a “skills transfer” workshop for the players involved, followed by workshops for students and shows open to the public and, lastly, a manual for teachers and artists containing

illustrated theatre texts, tools for organising and managing shows, instructions on how to recover and use recycled materials, package costumes and build sets. Activities to raise awareness and promote energy sustainability were thus developed via a real “knowledge relay” system, combining, *inter alia*, puppet theatre and *commedia dell’arte* with the creative reuse of consumables. The main results obtained are: 14 cities included, 283 workshop hours, 717 students involved, 13 events organised and 2,350 spectators.

- One of the creative ways to support the ALTERENERGY objectives and learn more about best practices in the energy sector is the quiz game created by the Region of Emilia-Romagna, available on the website www.alter-energy.eu. The quiz, a multimedia experience and interactive route, can be played at two levels: one for children aged 6 to 12 and one for the 13-plus age group. Players follow a route through their daily habits relating to energy and the environment and, by stimulating reflection with a series of questions and answers, interspersed with quick in-depth explanations, players can understand how and when to avoid wasting energy and thus become virtuous citizens. In this way, an online game becomes a training experience, with scientific terms, through which individuals can learn about energy resources and the environment.

Management - organisational, material and human resources

Training, information and territorial engagement in energy efficiency: the ALTERENERGY model successfully encouraged and consolidated a new socio-cultural practice, while still following a multi-target approach and engaging in active dialogue with the Adriatic communities involved from time to time in specific initiatives. All the participants, partners and players directly involved in conducting the project activities developed knowledge and capacities, as well as an awareness of environmental issues and confidence in the energy saving measures promoted in each small local community. Within and outside the areas covered by ALTERENERGY, the strategic project, with the support of the municipal authorities, thus garnered consensus and ensured the involvement of entire populations. Thanks to multi-level communication, the information and increased awareness of the benefits and opportunities stemming from the initiatives and energy efficiency actions disseminated have become more firmly established.

Project Deliverables (divided into six Work Packages):

<http://www.alter-energy.eu/index.php/project-deliverables>

Project final video:

<https://youtu.be/95cNYa7UD-Q>

Project smart video - "Think alternative":

<https://youtu.be/uSdohLewVSk>

Sustainability and replicability

As a result of the technical and financial management of the planned activities, including the monitoring and evaluation of each project phase, the extensive group of partners had the opportunity to exchange best practices and now have a greater knowledge of the territories and the potential at each level of the entire Adriatic region. A multi-level governance model was created through a gradual multi-step process, which today leaves a legacy of concrete examples to be passed on, enabling the experiment to be replicated in other similar contexts, as well as the forward-looking concept of capitalising on the actions taken to develop sustainable energy in the area, thus meeting the challenges of the IPA Adriatic Cross-Border Cooperation Programme 2007-2013. The ALTERENERGY communities network has opened up a new networking pathway, following an innovative approach, and has encouraged and supported the participation of the public administrations responsible for local energy policies, together with citizens and economic operators, universities, research institutes, energy agencies and the media: all are the end beneficiaries of an active involvement process that looks to the long-term future - an experimental test case but with an eye to the opportunities of the 2014-2020 EU Programme and the new vision for the Adriatic-Ionian macro-region.

Key concepts

- Community empowerment
- Green solutions
- Integrated model
- Capacity building

- Internationalization
- Awareness-raising

Best practices Partnership and implementing tools/structures

**AUTONOMOUS PROVINCE OF TRENTO - TARENTINO ASSOCIATION FOR THE BALKANS
(ASSOCIAZIONE TARENTINO PER I BALCANI, ATB)**

Project: Trentino-Balkans Cooperation and Development Programme

Implementer: Associazione Trentino con i Balcani - ATB (non-profit organisation)

Partnership: The partners in the various Trentino-Balkan relationships are numerous and varied in type: non-governmental organisations, commercial companies, universities, institutions, local authorities and professionals. In this regard, partnerships were fostered to ensure continuity with the activities previously launched by the promoter associations, while also seeking to extend the horizontal exchange of ideas between partners in the Balkans and, wherever possible, encouraging face-to-face discussions and meetings. In addition, players operating in the same sectors of intervention in Trentino networked with each other, where possible on a cross-sector basis, by creating themed working groups that brought together all the parties involved.

A list of the parties involved in the programme is shown below with cross-references to the individual project areas for details on the specific methods and previous experiences: Municipalities that belong directly or indirectly to the Association, various academic institutions in the Autonomous Province of Trento, Provincial Health Services Agency (specifically, Psychiatry Units 1 and 2), the Trentino Federation of Cooperation and federated bodies, SAT (Italian Alpine Club in Trento), Adamello Brenta National Park, Trento University, Natourism, Albatros Srl, Gecoklima, Trentino Alto Adige Chamber of Commerce, Training Centre for International Cooperation, *Osservatorio Balcani e Caucaso* (Balkan and Caucasus Observatory), Trentino Forum for Peace and Human Rights, Consortium of Associations with Mozambique, Trentino Volunteers Group, EstroTeatro, Studio Andromeda, *Docenti senza frontiere* (Lecturers without borders), Trento, Arianna Cooperative, Group 78 Cooperative, EURICSE (European Research Institute on Cooperative and Social Enterprises), LILT (*Lega Italiana per la Lotta contro i Tumori*, Italian Cancer League) Trentino Province and LILT, Rovereto, Trento UNICEF committee, Terra Madre Trentino-Slow Food Trentino, Trentino tourist information offices, *Viaggiare i Balcani* (Visiting the Balkans) Association, Leonardo Da Vinci High School, InCo (Interculturalism and Cooperation) Association and other third-sector organisations in Trentino that might also be contacted and initiated while the work is in progress. At national level, partnerships were formed with Caritas Italiana, Slow Food International, ALDA and Balkan Florence Express.

In Kosovo: Municipality of Peje/Peć, Italian Embassy in Pristina, Good Governance Department - Office of the Prime Minister of Kosovo, Health Ministry of Kosovo, Education Ministry of Kosovo, Employment and Social Affairs Ministry of Kosovo, Environment Ministry of Kosovo, Administration and Local Government Ministry of Kosovo, EU Delegation in Kosovo, Bjeshkeve te Nemuna National Park, University Clinic of Pristina University, National Institute of Public Health of Kosovo, World Health Organisation – Kosovo, Haxi Zeka University of Peje/Peć, Kosovo Chamber of Commerce, Regional Development Agencies in Kosovo (particularly West Kosovo), Association of Municipalities of Kosovo, Municipality of Decan, Municipality of Junik, schools, OECD - Kosovo, LDA (local democracy agency) Kosovo, DMO (Destination Management Organisation) Peje/Peć, Assembly and Council for Young People, Peje/Peć, Centre for Independent Life, Kosovo, Kosovan Mutual Aid Centre, Centre for Women's Well-being, Anibar, NPU, Education and Sports Centre, Peje/Peć, Rugova Experience, Rugova Hiking, Cyclists without borders, Kosovo, Marimangat and Pejes, ERA Group, Aragonit.

In Serbia: Municipality of Kragujevac, Ministry of Health, Regional Chamber of Commerce of Kraljevo, Novi Knezevac Psychiatric Hospital, Laza Lazarevic Psychiatric Hospital, Belgrade, Kraljevo Social Affairs Centre, Kragujevac, Kragujevac Health District, Helsinki Committee for Human Rights in Serbia, Caritas Serbia, Fenomena Association, Positive Youth Association, LUNA Association, *Duša* Association of Psychiatric Users and their Families, Media and Education Centre, Southern and Central Serbia Health

Authority, *Videa* Citizens' Association, *Valenca* Citizens' Association, *Duga* Humanitarian Centre, Association for the treatment of psychosis (ULOP), *Sunce* Association of Mental Health users, *Mir* Citizens' Association, *Herc* Association for the support of people with neuroses, Media and Education Centre (Serbia), Belgrade Youth Centre (Serbia).

Location: Kosovo (specifically, Peja-Pec, Pristina), Serbia (specifically, Kraljevo, Belgrade, Kragujevac)

Testing, application and development

An initiative launched in the 1990s, which initially promoted projects relating to peace, solidarity and humanitarian aid, then over the years began to focus on local sustainable development, the promotion of local mental health programmes, the socio-economic integration of vulnerable individuals, active citizenship and the creation of opportunities for youth employment.

Results and impact

- Trento-Balkan relationships and European citizenship: relationships and activities to exchange ideas, meet and promote local democracy both within the individual territories and between the territories and Trento were supported; acquisition of knowledge between the territories via exchanges, travel, study visits and other initiatives in Trento and in the Balkans were facilitated; annual operating agreements with local partners were formalised; framework agreements with the municipalities for the active involvement of the local authorities in the initiatives were promoted; meetings and understanding between the local partners and municipalities and European institutions were promoted, in the spirit of common citizenship and with a view to the future entry of Balkan countries into the EU.
- Rights and social integration 1) social integration in Kraljevo and Peja/Pec: managerial and networking competences of local partners was strengthened; improvement and expansion of social services in the relevant territories was fostered (via socio-economic and cultural inclusion projects); processes of accountability and empowerment of the local community with regard to situations of social hardship were promoted. 2) Mental health in Serbia: Mental Health ParTN&RS: support and training programme for the opening or redesign of some community psychiatric services; training in Trento and Serbia on the community psychiatry experience; empowerment programme for associations of users and their families; awareness-raising and information programme on mental health; relapse programme in Trento. 3) Mental health in Kosovo. Support programme for Kosovan institutions on the initiative to draft and approve the national suicide prevention plan, training and awareness-raising initiatives with young people. 4) Gender equality and equal opportunities: gender equality in the daily life of the communities and in institutions was promoted; the participation and skills of women active in local politics in Kraljevo, Kragujevac and Krusevac in gender mainstreaming processes were strengthened; a contribution was made to the implementation of the European Charter for Equality of Women and Men in Local Life and local action plans; campaigns against domestic violence were conducted in Kraljevo and Peja/Pec, a feasibility study for opening a refuge for women victims of violence was prepared.
- 5) Participation and Culture: programmes for the empowerment of local partners and stakeholders in terms of increased competences, knowledge and expertise in youth policies were supported; initiatives to raise young people's awareness about issues relating to their condition and particularly significant issues for society (children's rights, *Shtat Shtatore* and school drop-out rates) were implemented; involvement, knowledge and discussion between young people from the different communities locally and regionally were encouraged (*Balcanimazioni* and youth exchanges as part of the Erasmus+ programme); a process of reflection about youth entrepreneurship, together with specific training courses, was promoted.
- 6) Local and territorial development: initiatives of reflection and meetings between institutions and companies in Trento and Kosovo on economic cooperation, public-private partnerships and social entrepreneurship were carried out; a process of reflection and planning on the potential involvement of the "Trentino System" in a concrete programme of local sustainable development was undertaken.
- 7) Memories, dialogue and conflict transformation: creation and inauguration of the exhibition

<p>“Europe of Crossed Destinies”, which came out of the Migrations Project in Trento and Kraljevo in May 2014. Dissemination of the video-documentary <i>Personal (hi)stories</i>; publicising of the <i>Bekim Fehmiu - The Ulysses from the Balkans</i> exhibition; programmes in and with schools; activities and programmes associated with the specific situation in the area.</p> <ul style="list-style-type: none"> • 8) Living and Narrating the Balkans and The Balkans in Trentino: website and newsletter; 60 Stories project; events and public information training on the Balkans; specific training on the Balkans and specific groups involved in activities in the individual areas: educational trips to Sarajevo.
<p>Quality aspects</p> <ul style="list-style-type: none"> • Rootedness • Concept of self-development • Focus on ethnic differences • Public-private relationship (non-profit/profit) • Conditions for sustainability
<p>Management - organisational, material and human resources</p> <p>Staff: Eight people in Trento and the Balkans Funding of over EUR 350,000 per year from the Province</p>
<p>Sustainability and replicability</p> <p>Sustainability still weak (cooperation has the aim of becoming a partnership); replicability is strong (the practice can be applied in other countries by other local authorities).</p>
<p>Key concepts</p> <ul style="list-style-type: none"> • Territorial partnership • Multi-sectoral, multi-level cooperation • Reciprocity • Proximity

AUTONOMOUS PROVINCE OF TRENTO - TRAINING CENTRE FOR INTERNATIONAL COOPERATION

Project: TCIC - Training Centre for International Cooperation

Implementer: TCIC - Training Centre for International Cooperation

Founders Autonomous Province of Trento, Trentino Co-operative Federation, The Peace Bell Foundation, Trento University.

Partnership: International cooperation associations of Trento; OECD Trento Centre for Local Economic and Employment Development; Trentino Forum for Peace and Human Rights

Location: Trento, Italy

Testing, application and development

The Centre promotes research and training activities in the field of international cooperation, fosters the creation of a network of the various international relationships, facilitating knowledge-acquisition by the various stakeholders to ensure an integrated and systematic approach.

Results and impact

- Courses, workshops and seminars involving hundreds of people and dozens of associations each year (around 864 course participants, 1,904 people at events, approx. 36 courses delivered, and 1,326 training hours).

Quality aspects

- Shared approach, participative

Management - organisational, material and human resources

Internal organisation Managing committee (8 people), Scientific committee (4 people), Supervisory body, Director, Coordination group (5 people), staff (12 people).

Funding from the Province: EUR 855,000 per year

Sustainability and replicability

The project is both sustainable and replicable: it presents and carries out EU-funded projects, creates links with its European and international counterparts.

Key concepts

- Reciprocity
- Social equity
- Democratic and transparent management
- Global citizenship
- Participation
- Adult education

LOMBARDY: PUBLIC-PRIVATE PARTNERSHIP	
Implementer:	Region of Lombardy
Partnership:	Private and public sector bodies
Location:	Regional system of management and project funding provision
Testing, application and development	
<p>In the last few years, reduced economic resources and the resulting cuts to resources for the development cooperation sector led the Region of Lombardy to look for new economic and financial partnerships; the aim was to pool resources and specific technical competences to enable them to carry out efficient, cross-sector and more sustainable interventions.</p> <p>Since 2012, and then in 2014, the Region of Lombardy has been trying out the public-private partnership formula, by launching partnerships with both public-sector (Municipality of Milan) and private-sector bodies (Cariplo Foundation). The pooling of economic resources increased the availability of resources, which helped to jointly fund important, effective, cross-sector projects.</p>	
Results and impact	
The increase in economic and financial resources has made it possible to fund more structured, cross-sector projects that produce effective and long-lasting results.	
Quality aspects	
This model enables public and/or private parties with different experiences in implementing and managing cooperation initiatives (including financially) to engage in dialogue.	
Management - organisational, material and human resources	
The model enabled the partners to discuss the analysis carried out and the effectiveness of projects, as well as the methods of examining and assessing accounting documents, which also ensured that the grants to beneficiaries were efficiently audited.	
Sustainability and replicability	
The availability of new partners will be able to ensure the sustainability and replicability of the economic-financial partnership model.	
Key concepts	
<ul style="list-style-type: none"> • New resources for more targeted and effective intervention • Integrated initiatives and time continuity • Multi-level partnership 	