



Provision of public services in the Mediterranean with an integrated territorial approach

Reference Manual for the Training workshop

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LIST OF ACRONYMS

APRM	Accelerated Participatory Research Method
BLUEMED	Research and Innovation Initiative for the promotion of the blue economy in the Mediterranean Basin
CAP	Common Action Plan
CPI	Shortage Indicator of Capabilities
CPMR	Conference of Peripheral Maritime Regions
EC	European Commission
EEAS	European External Action Service
ENP	European Neighborhood Policy
ENPI CBC MED	European Program of Transboundary Cooperation ENPI CBC Mediterranean Sea Basin
EUSAIR	European Strategy for Adriatic and Ionian Region
GRAAP	Research and Support Group for Farmers Self-promotion
MfDR	Management Focused on Development Results
HDI	Human Development Indicator
ICT	Information and Communication Technologies
ICZM	Integrated Coastal Zone Management
IEMed	European Institute of the Mediterranean
IMC	Intermediterranean Commission (CPMR)
IPH	Human Poverty Indicator
ITD	Integrated Territorial Development
LRA	Local and Regional Authority
MAP	Mediterranean Action Plan
MSP	Maritime Spatial Planning
OECD	Organization for Economic Cooperation and Development
PAP-RAC	Regional Activity Center for the Priority Actions Program
RBM	Results-Based Management
SMEs	Small and Medium Enterprises
SDG	Sustainable Development Goals
SRAT	Regional Planning Scheme (Morocco)
SRIA	Strategic Research and Innovation Agenda (EU)
SSE	Social and Solidarity Economy
SWOT	Strengths, Weaknesses, Opportunities, Threats
UCLG	United Cities and Local Governments
UfM	Union for Mediterranean
UNDP	United Nations Development Program
UNWTO	United Nations World Tourism Organization
WESTMED	Maritime Initiative for the Western Mediterranean

SYNTHETIC METHODOLOGICAL NOTE

This document has been drafted based on two working methodologies:

1. Analytical research of relevant sources and examples from both academic and public administrations;
2. In response to the results of a questionnaire sent to the members of the Intermediterranean Commission of the Conference of Peripheral Maritime Regions in March-May 2017, aimed at understanding the main priorities in terms of knowledge and application of the principles of Integrated Territorial Development.

This Manual was therefore developed to combine the results of the questionnaire with the more recent academic and administrative debates on territorial development, delegated/decentralized/south-south cooperation, decentralization and regionalization, etc.

All sources used are quoted in the text and in the bibliography and webography annexed to the document.

INTRODUCTION: CONTEXT & OBJECTIVES

The Conference of Peripheral Maritime Regions (CPMR) is a partner in a network that coordinates the voice of European local and regional authorities for development with the European institutions. This network, hereafter "PLATFORMA," has signed a strategic partnership with the European Commission with the objective of "Working together towards the empowerment of local and regional governments for better governance and more effective development results in the EU partner countries."

This document is developed as part of Result R.3.2. of this strategic partnership: "Enhanced capacities of LRAs and associations in neighbouring European areas to achieve their own development objectives" and the A.3.2.2 activity "Dialogue with the Southern Neighbourhood of Europe". The CPMR is the responsible organization for implementing these activities.

The objective of the Manual is to establish a reference and training framework on integrated territorial development addressed to decision-makers and civil servants in the Mediterranean region, with specific attention to the regional and local territorial contexts of Morocco and Tunisia.

The Manual aims to be a practical tool to strengthen the capacity of public actors of regional and local authorities (LRAs) in the Mediterranean to implement participatory and sustainable development policies based on the principles of integrated territorial development.

The main objective of the Manual is to encourage regional and local authorities to ask themselves the key questions on the reasons, the methodology and the tools of Integrated Territorial Development (ITD), so as to define their public policies according to a holistic vision of growth and sustainability. The Manual is a flexible tool and, recognizing the impossibility of being fully exhaustive, offers guidelines that can be adapted to different administrative, economic, environmental and social contexts.

The need to address the topic of integrated development is increasingly relevant in the region, particularly in a disrupted political, economic and social context in which LRAs face many challenges that they tackle with limited and unstable means, especially in budgetary terms. However, as recognized on the occasion of the 4th Forum of Local and Regional Authorities of the Mediterranean, organized by the Mediterranean Commission of UCLG (United Cities and Local Governments), "local and regional governments are indispensable and recognized actors of sustainable development, be it economic, social, ecological or cultural."¹ The European Commission (EC) also recognizes that LRAs can play an "important role in building resilient societies, as well as [representing] privileged interlocutors to foster cooperation between central governments and the European Union."² In addition, in its Communication on Strengthening Local Authorities in partner countries, the EC notes that as local actors to citizens, Local (and Regional) Authorities "have a responsibility to mobilize companies and be catalysts of change" (p.3).³

In addition, during a seminar organized in 2016 in Sousse, again by the UCLG Mediterranean Commission and in collaboration with the CPMR-IMC and the Mediterranean networks of local and regional authorities, the focus was repeatedly put on promoting capacity building for regional and local authorities (in terms of cooperation and integrated development) and on promoting the exchange of best practices oriented towards the definition of partnership initiatives and concrete projects.

In this context, the emphasis has been placed on the need to "localize the Sustainable Development Goals (SDGs)," i.e. the need, also identified by the United Nations, "to ensure exchange of experiences and ideas scenarios, support and ensure more decentralized cooperation and bring real changes at local and regional levels."⁴ This need led to the development of UCLG's **learning and sharing tool on the localization of SDGs**.

Due to the scope of the SDGs and their implementation, the necessity to address the needs of local and regional actors in order to fill, as far as possible, existing gaps in integrated and participatory territorial development and trying to respond to the need to define the technical, financial and human resources and resources of the LRAs for the good of the territory is expressed with force.

1 Source: United Cities and Local Governments - Mediterranean Commission, "4th Forum of Local and Regional Authorities of the Mediterranean - From Sousse to Tangier, Territorial Diplomacy in Action", 2016

2 Source: COM(2013) 280 Final

3 Ibid.

4. See <https://www.uclg.org/es/media/news/un-mouvement-dapprentissage-sur-tous-les-continentes-la-localisation-des-odd>, accessed January 30, 2018

1 FRAMEWORK OF REFERENCE, INTEGRATED TERRITORIAL DEVELOPMENT & THE EXPERIENCES OF MOROCCO AND TUNISIA



1.1 Decentralization in a nutshell

Before addressing the topic of integrated territorial development and the experiences of Morocco and Tunisia, an overview of the concept of decentralization and its different approaches is needed.

Decentralization is a multidimensional concept that lends itself to several definitions. As part of this work, decentralization refers to the reorganization of public authorities in order to foster a system of co-responsibility between institutions at central, regional and local levels on the basis of the principle of subsidiarity, in order to increase overall quality and effectiveness of governance, while increasing the capacity and authority of sub-national levels (decentralization process).

Decentralization can assume different degrees and forms depending on the form of government of a country, its history, its political and administrative characteristics.

In general terms, the range of government typologies varies between unitary states and federal states. In the Mediterranean, except for the isolated and particular case of Bosnia and Herzegovina, no country can be called federal.

However, several forms of regionalization are present, of which a synthetic scheme is presented here:

Geographical area	Unitary countries	Regionalized unitary countries	Countries with advanced regionalization	Federal countries	Countries in transition ⁵
European Mediterranean	Cyprus, Montenegro, Turkey	Croatia, France, Greece, Italy, Slovenia	Spain ⁶	Bosnia and Herzegovina	Albania
African Mediterranean	Algeria		Morocco		Egypt, Libya, Tunisia
Asian Mediterranean	Lebanon, Israel, Palestine				Syria

⁵ We consider "in transition" the countries in the evolution phase of the political and administrative system following constitutional, administrative and even political reforms in progress.

⁶ The [Forum of Federations](#) considers Spain de facto a federation.

1.2 – The framework of reference

The Mediterranean has always been a crossroads of cultures, languages, trades and exchanges. However, the course of evolution of the Basin has been and remains largely heterogeneous.

More recently, namely since the rise of the Arab Spring, the Mediterranean has been at the centre of the global attention, hoping for a peaceful and stabilizing evolution of a region in a state of constant agitation. Although revolutions have produced positive results in more than one country, the benefits may be undermined by the consequences of the conflicts (armed or social) that some populations still suffer today.

Europe has also increased its support for democratic processes in the Mediterranean Partner Countries (MPCs), notably through the European Neighbourhood Policy (ENP) and by establishing new forms of cooperation based on the principles of co-ownership and of impact at regional or local level. However, the results achieved since the 2011 review of the ENP, mixed with the expectations of the EU and its partners, demonstrate the difficulties that the European approach to the partnership with the southern shore of the Mediterranean is still to confront (see Box 1 in the next column).⁷



BOX 1 - The response of the European Neighborhood Policy to changes in the Mediterranean context: main criticisms

The brilliance of the so-called Arab Spring in 2011 put the very young European External Action Service (EEAS) on the spotlight, forcing a revision of the ENP devoted to defining three key principles:

- (i) differentiation;
 - (ii) conditionality; and
 - (iii) mutual accountability
- (the three principles being reinforced in the 2015 ENP review document).

Without going into the details of the three principles, it should be emphasized that this structure of the reformed ENP was often summed up in the phrase “more for more, less for less,” associating EU-partners integration according to the reforms put in place by the latter, in order to favor the emergence of common interests on the basis of the supposed indispensability of the EU for the good development of its neighbors (Shumylo-Tapiola and Pertusot, 2011).

On this basis, the EU has built a framework of many and varied efforts which, despite its excellent intentions, has been and is being criticized.

In extreme synthesis, and echoing several recent publications (Günay 2016, Leigh 2016, Lehne 2014, Nilsson and Silander 2016, Pertusot 2016), the main remarks relate to the lack of impact of the policies advocated, the excessively bureaucratized, technocratic and “euro-centric” nature of the ENP, as well as the inadequacy of financial resources (in particular the cross-border cooperation component).

The European Commission also acknowledged the failures of the ENP in 2015 during the consultation on the ENP reform, analysing the inability to escape the dilemma of “stability or democracy” which has conditioned the EU’s relations with its neighbourhood since the launch of the ENP.

⁷ High Representative of the European Union for Foreign Affairs and Security Policy, and European Commission “A New Response to a Changing Neighborhood: A Review of the European Neighborhood Policy”, COM (2011) 303, 25 May 2011

It goes without saying that the new political, economic and social scenario(s) – including environmental and cultural ones – in which the Mediterranean countries evolve demand(s) an increasingly strong commitment from Regional and Local Authorities, as privileged actors of relations with the economic and social fabrics of the territories and potential megaphones/spokespersons of the citizens' bodies with central and supranational decision-makers.

Indeed, as highlighted above, and even if the links between decentralization and growth are still partially to be demonstrated (Romeo, 2015), local and regional governments are indispensable and recognized actors of sustainable development, whether it be in economic, social, ecological or cultural terms (see Box #2 below for an example).⁸

Thus, notwithstanding the above-mentioned difficulties, the recent infra-country and basin-wide political, economic and social developments have created opportunities for these Regional and Local Authorities, particularly in the context of the definition of territorial development strategies through integrated approaches to territorial development.

In particular, two countries on the southern shores of the Basin, namely Morocco and Tunisia, present a framework adapted to the development of this typology of development strategy. A more detailed synthesis of the reasons for our interest in these two countries is provided in paragraph 1.4 "The cases of Morocco and Tunisia: an overview of advanced regionalization." It is nonetheless possible to anticipate that the processes of decentralization that both countries are experimenting, though still green and developing, already have institutionalized features. For example, this can be found in their respective Constitutions and the administrative procedures (governance, finance, regional planning) resulting from them, which make both countries important practice areas for the whole Mediterranean basin.

In addition, these processes require increased support in terms of capacity building (human, technical, financial), notably because empirical analyses of European support for regionalization (esp. in Morocco) demonstrate that the EU is almost exclusively focused on supporting reforms at national level, leaving regional and local actors with the responsibility to activate real upward dynamics (Bergh, 2016).

BOX 2 - The case of the city of Sousse in the European project USUDS (Mediterranean Network for the Promotion of Strategies for Sustainable Urban Development)

LRAs are now a key player in integrated territorial development, also in support of decentralization processes and inclusive and sustainable growth.

There are plenty of examples of good practice in implementing national growth and development plans, but it is important to highlight the potential of local authorities as "catalysts for change" in their roles as leaders of dialogue with citizens.

A case of success is that of the Tunisian city of Sousse which, as part of the European project USUDS – funded by the ENPI CBC Mediterranean Sea Basin Cross-Border Cooperation Program (ENPI CBC MED) – has produced a strategic plan for the development of the city able to anticipate several elements then taken up by the largest national strategy "Tunisia 2020." The project, coordinated by the MedCities network and counting on the participation of six other local partners from both shores of the basin, has resulted in several valuable development results, including the "Strategic Development Plan of Sousse."

The Plan is coordinated by the municipality on the basis of a participatory approach counting on the contributions of the governorate, communities supporting local economy, universities and the civil society (entrepreneurs, young people, disabled people, etc.). It establishes a long-term plan of action for the development of the city centered on five pillars (economy, society, environment, urban planning and governance), and gathered under the formula "an integrative, creative and attractive city." The Strategy consists of five main objectives (Territorial and Economic Cohesion, Economic Competitiveness, Regional Planning, Environmental Management, Governance), then broken down into priorities, multi-year action plans and related indicators.

The importance of the Strategy is not limited to the value of the plan's programming document, also expressing itself as an innovative element of the new post-revolution Tunisia in which local actors increase their capacity to guide local development. Indeed, the approach adopted by Sousse will then be replicated more generally in the 2016-2020 Plan of the Tunisia 2020 Strategy, based on five pillars largely like those of the city of Sousse, and on a participatory approach in the priority setting phase.

8 For more details, see section 1.3 - Dynamics of Decentralization Processes



1.3 - Integrated Territorial Development in a nutshell

Before engaging in the analysis of the reference contexts of Morocco and Tunisia, it is important to introduce the concept of Integrated Territorial Development (ITD), which will also be better detailed and explained in the following chapters.

First, it is worth noting that although they do not benefit from a shared academic definition, the key drivers of ITD can be extrapolated from some ITD definitions derived from practice to the administrative and functional scale of the concept, to other definitions of territorial development.

In this sense, in the elaboration of this manual in particular, the main political and technical sources adopted are the **Final Declaration of the General Assembly of the Intermediterranean Commission (IMC) of the Conference of Peripheral and Maritime Regions (CPMR) of Venice (July 2016)**, the publication of the **PLATFORMA "Handbook for a successful project," the IEMed Report n°9/2016 (The 5 + 5 Dialogue as a Mechanism of Integration and Regional Cooperation)**, the **Report of the Mediterranean Commission of UCLG on the 4th Forum of Local and Regional Authorities of the Mediterranean**, and the information sheets of the European Commission and Europ'Act France on ITD in European Cohesion Policy 2014-2020.

The main academic sources come from official publications of the European Center for Development Policy Management (ECDPM)⁹, the Organization for Economic Cooperation and Development (OECD)¹⁰, and the United Nations Development Program (UNDP)¹¹. More specifically, the CPMR-IMC defines the ITD as "a model of development that aims to be based on sustainability, the true decentralization of powers at territorial level, implying democratic and participative multi-level governance, and a real integration of policies and measures direct impacting on territories and citizens, particularly with regards to (i) climate, environment and energy; (ii) the promotion of socio-economic development and territorial

planning; and (iii) migration management. The concept includes all aspects related to engaging local and regional actors in decision-making processes in a bottom-up approach."

Based on this definition and the analysis of the above-mentioned other sources, it can be argued that the ITD concept broadly encompasses all aspects related to the engagement of local and regional actors in decision-making processes through a bottom-up approach leading to:

- the definition of investment priorities taking into account the economic, social, cultural and physical assets of the territory (s) concerned;
- enhancing synergies and complementarities through pre-established collaborative models that take into account existing or potential relationships between (public) policies and their degree of integration;
- the regulation of public investments on the basis of economies;
- the promotion of social cohesion, citizen participation, raising the awareness of bearers on issues that concern them, transparency and accountability;
- strengthening local and regional identity;
- strengthening the capacity to ensure cross-cutting considerations in multisectoral approaches.

Regarding the last point in particular, it is necessary to emphasize that the ITDs, being able to allow steps taken at different scales (local, regional, national, international) with cross-cutting policies that sometimes exceed the powers of territorial elected representatives or their administrations, act as real de facto tools of (quasi) positive territorial diplomacy. This "diplomacy" would aim at conveying the values resulting from the strategies of the grounds while facilitating and reinforcing relations with central and, sometimes, international institutions, as highlighted in the aforementioned case of the localization of the SDGs.

1.4 – The dynamics of decentralization processes

As recognized by the CPMR-IMC, adopting integrated territorial approaches is inclined towards decentralization of powers, subsidiarity and multilevel governance.

It should therefore be noted that when certain basic conditions are effectively guaranteed, the link between decentralization and the (right to) development is undoubtedly a crucial factor in ensuring positive spillover effects on the development of society, social cohesion and democratization, even though this has yet to be empirically demonstrated (Romeo, 2015).¹²

However, as specified by Romeo, some elements are now generally accepted:

- 1) Decentralization is invariably supported by government action that determines the scale and pace of the process;

9 In particular: Romeo, L., What is Territorial Development?, GREAT Insights Magazine, Volume 4, Issue 4. June - July 2015

10 In particular: Rural-Urban Partnerships: An Integrated Approach to Economic Development, OECD Rural Policy Reviews, 2013

11 In particular: Lopes C. & Theisohn T., Ownership, Leadership & Transformation: Can we do better for capacity development? Earthscan, 2003

12 United Nations Declaration on the Right to Development sets out essential requirements

2) In turn, for decentralization to lead to development, two essential conditions must be met:

- a. the central state's commitment to the decentralization of powers and responsibilities in favor of LRAs is genuine and credible in the long term;
- b. local and regional authorities (or other relevant institutions) have sufficient political, financial and technical resources to achieve the desired results.

This training manual focuses in particular on point (2.b), and in particular on the consolidation of technical capacities, with the aim of providing practical tools for the reinforcement of these capacities, peer learning, and direct collaboration between LRAs of both shores of the Mediterranean, particularly with regards to the appropriation of the cooperation results and the strengthening of South-South cooperation.

The application of principles related to integrated territorial development in the Mediterranean is crucial to ensure development models based on sustainability, democracy and multi-level participatory governance, as well as the direct engagement of citizens in public policies that impact on their lives (e.g. adaptation to and mitigation of climate change, protection of the environment, energies, promotion of socio-economic development, spatial planning, management of migration flows, youth participation, etc.), to enable "emancipation of citizens through the strengthening of their local [and regional] governments" (Bahl, 2005). This also encompasses good public policy planning, defined by the United Nations Development Program such as "the process[es] to define objectives, develop strategies, define the details of the implementation and distribute the resources to achieve the expected results" (UNDP, 2009).

Extensive policy planning to deliver effective public services that are in line with the needs of citizens requires, first and foremost, a well-organized public administration that can strengthen its links with relevant carriers, including those from the private sector, the civil society and NGOs, universities and research centres.¹³

Morocco and Tunisia are important examples of this transition to a new model of integrated public policy on the southern shores of the basin. It will therefore be necessary to provide technical support mechanisms to allow future advancements using this context and identifying good practices in both countries or elsewhere, which can also be adapted to other Mediterranean situations.

1.5 – The cases of Morocco and Tunisia: an overview on advanced regionalization

Both countries are experiencing a significant transition to an "advanced regionalization" model (Bergh, 2016), where local actors are gaining in importance and political and administrative responsibilities.

Specifically, the advanced regionalization, especially in the case of Morocco, is a form of multi-level governance based on a growing role of regional and municipal authorities in territorial strategic programming, while retaining some aspects of the previous shape centralized governance. It appears to draw inspiration from the territorial models of Germany, Italy and Spain, both in general terms and in terms of global trends in participatory local democracy.

Morocco, as recognized by the World Bank in 2016, "is engaged in a broad program of reforms following the adoption of the new Constitution in 2011, which envisages a more open and democratic society, a modern state, a clearer separation of powers and greater decentralization."

In particular, Chapter 9 of the Moroccan Magna Carta (Articles 135-146) provides for regionalization at the level of governance, public finances and planning. In this context, local and regional elections in 2015 have also reinforced the image of a country in a phase of gradual institutional context redefinition for advanced regionalization, as laid down in Article 140 of the Moroccan Constitution. Indeed, the 2015 elections, first local election rendez-vous in Morocco since 2009, were **greeted positively by the international community. The Arab Network of National Institutions for Human Rights stressed the importance in the context of the Med region, thus representing a step forward in the process of strengthening the regionalization of the country.**

The election will be enrolled in a course of gradual strengthening of regions, erected by the Constitution as a legal person separate from the state, enjoying regulatory power for the exercise of their prerogatives, and at the same time. It will also enter into a process of administrative rationalization according to the new regional division, which **entered into force in 2015.**¹⁴

In addition, among other decentralized competences driven by advanced regionalization in Morocco is the possibility for each region to develop its projects within the framework of national long-term development programs.

These projects are thus registered at the level of each region in the Regional Spatial Planning Scheme (SRAT for Schéma Régional d'Aménagement du Territoire), i.e. a reference document which constitutes a tool for the elaboration of the regional development strategy, and which embodies a medium-long-term prospective vision (Hallaouy, 2016). This thus represents an instrument for integrated and sustainable territorial planning.

However, and notwithstanding its apparent political and macroeconomic stability, Morocco has recently experienced a deceleration of its economic growth caused mainly by the contraction of agricultural production and unemployment.

Addressing these issues has demanded an increasing commitment from local actors, especially in urban areas, to reduce social gaps, facilitate women's participation into the labor market, and modernize and improve productivity.

¹³ In the Mediterranean context, the Union of Universities of the Mediterranean (UNIMED) represents a privileged interlocutor for interactions with the academic world and research. Founded in October 1991, is an association of Universities of the Mediterranean basin which, at present, has 103 associated universities which come from 23 Countries of both shores of the Mediterranean

¹⁴ Art. 140 of the Moroccan Constitution

Similarly, Tunisia is also following an articulated process of gradual democratization and stabilization. The transition gained momentum in 2016 with the formation of a new government, the launch of a new investment policy promoting foreign direct investment (following the Tunisia 2020 conference in November 2016), and a clear commitment to decentralization and strengthening of local institutions, as provided for in Chapter VII of the 2014 Constitution.

The complex financial situation of the country, combined with the legacy of a tradition of centralized governance, had questioned until last year the country's ability and capacity to transform its governance system. The protests in early 2018 that followed the approval of the 2018 finance law providing for an increase of the tax burden in the country have showed that the transition phase the country is undergoing has not yet ended and that the need to support Tunisia's efforts towards greater social cohesion is increasingly necessary, especially in rural and internal areas of the country.¹⁵

The 2018 municipal elections, long awaited to consolidate the democratic transition and planned for May, will represent a fundamental transition for Tunisian LRAs, especially for the municipalities which, in the wake of the 2011 uprising, have indeed been dissolved and replaced by provisional teams a.k.a. "special delegations."

In economic terms, Tunisian growth remained weak in the post-revolutionary phase, notably because of the sharp reduction in tourist flows due to the attacks that shook the country in 2015, and the economic difficulties of the main partners and other Mediterranean countries (notably Italy and France). Regarding the reduction of exports, Tunisia still pays today the high price of the global crisis, with a value of exports in 2015 that was more than 5 billion euros lower than in 2008 (maximum history of Tunisian exports).¹⁶

The value is revised downwards by the economic difficulties of the European Union, that is Tunisia's main trading partner since it exports to the EU more than 74% of its total foreign trade.¹⁷

Tunisia's regional and economic recovery hopes have also been frustrated by the gap between the country's coastal and internal areas, in social, economic and quality terms of public services (Belhedi, 2015).¹⁸

Effective implementation of the content of Chapter VII of the Constitution is therefore key to the success of the Tunisian transition, and asks for a common effort at national level as well as cooperation throughout the basin to support institutions and ground actors.

15 Source: La Jeune Afrique, www.jeuneafrique.com/501500/politique/tunisie-ce-que-contient-la-loi-de-finance-la-loi-de-finance-2018-finalement-adoptee/, accessed 2 february 2018

16 Value of Tunisian exports in 2008 (in US dollars): 19.3 billion; Value of exports in 2015: 14.07 billion (source: World Bank, World Integrated Trade Solutions' Database)

17 Source: National Institute of Statistics of Tunisia, Statistical Publication P0104

18 Belhedi supports the theory of the existence of "three Tunisia-s," namely the capital (Tunis and region), the coast and the interior. According to data compiled by the author, the capital and the coastline account for almost 91% of the total population of the country as well as the majority of jobs and the economic added value of the country (90% of employment in the tourism sector, 94% of new businesses in the period 2009-2015, the vast majority of universities and research centers, etc.).

19 According to the principles illustrated in the Declaration of the Maltese Presidency of the Council of the EU of May 2017 concerning "Strengthening Euro-Mediterranean cooperation through research and innovation."

1.6 – Emerging Regional Strategies: The Promoting Role of the European Union

The European Union plays a transcendental role in the on-going process of political and social change in the Mediterranean. Notwithstanding the administrative and political limits that the EU faces, its strength can be seen mainly in the ability to support transnational cooperation frameworks (e.g. maritime strategies or initiatives) in respect of national sovereignty and the principle of subsidiarity described in Article 5 of the European Treaty.

In particular, this EU promotional force is reflected in three emerging cooperation frameworks:

1. The **Strategy for the Adriatic-Ionian Region** (EUSAIR);
2. The **Western Mediterranean Strategy** (WESTMED), the first step towards a Mediterranean macroregional strategy;
3. The **Bluemed** initiative to strengthen the so-called "blue economy" through cooperation on research and innovation throughout the whole Mediterranean.¹⁹

Box 3 - Main macro-regional strategies and basin initiatives in the Mediterranean

The European Strategy for the Adriatic-Ionian Region – EUSAIR

The European Strategy for the Adriatic-Ionian Region (EUSAIR) is a macro-regional strategy adopted by the European Commission and endorsed by the European Council in 2014. It is the third macro-regional strategy of the EU since those of the Baltic Sea and the Danube (a fourth strategy concerns the Alpine region). EUSAIR was developed jointly by the EC, the countries of the region and interested stakeholders to address common challenges collectively. The Strategy aims to support synergies and strengthen coordination between the territories of the region, including four EU Member States (Italy, Slovenia, Croatia and Greece) and four non-EU States (Bosnia and Herzegovina, Serbia, Montenegro and Albania), through the promotion of socio-economic prosperity and growth in the region and the improvement of its attractiveness, competitiveness and connectivity. EUSAIR revolves around four pillars: (i) Blue Growth, (ii) Connectivity, (iii) Environmental Quality, (iv) Sustainable Tourism, both in **sub-themes** **riven** and coordinated by “tandems” of States. Funding for the Strategy is provided indirectly, as the European approach to macro-regional strategies does not provide for dedicated funds. However, it should be noted that there is a European program of cross-border cooperation, **Interreg ADRIION**, whose eligible territory corresponds to that of the strategy. The objectives of the program are therefore strictly linked to the strategy, with priority axis 4 dedicated to EUSAIR governance.

The Maritime Initiative for the Western Mediterranean (WestMED)

After a period of consultation with key countries and stakeholders, in **April 2017** the European Commission commissioned by the Executive Agency for Small and Medium Enterprises (EASME) and the Directorate General of Maritime Affairs and Fisheries (DG MARE), launched the Western Mediterranean Initiative (WestMED), a new initiative for the sustainable development of the blue economy in the Western Mediterranean Sea region involving five EU Member States (France, Italy, Portugal, Spain and Malta) and five partner countries (Algeria, Libya, Mauritania, Morocco and Tunisia). The initiative has come out after several years of dialogue between the countries of the Western Mediterranean in a straight line with the efforts of the Union for the Mediterranean, beginning with the **declaration of 17 November 2015** (from which the Bluemed initiative also draw its inspiration), for the identification of an appropriate vision for the development of the Western Mediterranean through the experience of the 5+5 Dialogue, which finds its strength in the potentialities of the blue economy. WestMED pursues three goals to build an “ASUR” sub-sea basin (Attractive and Authentic; Smart, Sustainable and Social; United; Resilient and Open to Renaissance): (i) A safer and more protected maritime area; (ii) an intelligent and resilient blue economy; (iii) and an improved governance of the sea.

In **November 2017**, with the opportunity of the first UfM Mediterranean stakeholders’ conference on the Mediterranean Economy, the Western Mediterranean Ministers meeting in Naples formally supported the launch of the initiative and defined its governance with rotating co-presidencies (the first being led by France and Algeria), and a steering committee accompanied by an “assistance mechanism” to be launched during 2018.

The Bluemed initiative

The **Bluemed** initiative is the initiative on research and innovation for the promotion of the blue economy in the Mediterranean basin through cooperation. It is the reference strategy for Mediterranean countries working together for a healthy, safe and productive Mediterranean Sea. The BLUEMED Initiative aims to contribute to the creation of new ‘blue jobs’, social welfare and sustainable growth in maritime sectors through the implementation of its Strategic Research and Innovation Agenda: **SRIA**. It was initiated in 2014 during the Italian presidency of the EU Council and after being included in the recommendations of the UfM Ministerial Declaration on the Blue Economy in 2015. Several works have been carried out to align the initiative to the EUSAIR and establish connections with WestMED (Bluemed being one of WestMED's reference frameworks), as well as to extend cooperation to all non-EU countries in the Mediterranean. The official opening has been formalized during the Maltese Presidency of the EU in the first half of 2017. The initiative's progress is supported directly for the European Commission, the Union for the Mediterranean and the participating countries. In addition, there is a **Coordination and Support Action** funded by the European Horizon 2020 Research and Innovation Program which supports the SRIA update process, interactions with countries and key stakeholders, as well as its future implementation.

The progress of the above-mentioned cooperation frameworks, even if uneven, necessarily implies a strong and constant involvement of the “non-EU” Mediterranean actors (i.e. the “southern” Mediterranean). Indeed, no effect at regional level can be produced without a real commitment from both sides of the basin and from local stakeholders.

The success of the initiatives is seen as a security and stability challenge of great magnitude and on which the EU has also committed itself through the trust fund, thus demonstrating a remarkable attention to the development of the region.

These initiatives aim to integrate or interact with other initiatives inspired by non-EU bodies such as for example, the 5+5 Dialogue, the Mediterranean Action Plan of the United Nations Development Program, the Bologna Charter, etc. Some of these initiatives are presented in the following chapters.

The principles of ITD, illustrated from the next chapter of the Manual on, must inevitably take into account international and macro-regional issues – and the opportunities that derive from them – that the development of strategies such as EUSAIR, WESTMED and Bluemed entail.



2

INTEGRATED TERRITORIAL DEVELOPMENT: A BASIC ANALYSIS



After delineating the framework of reference and citing some examples of potential application, this section of the Manual aims to briefly analyze the main components of the definition of Integrated Development, with the aim of framing the training needs for regional and local Mediterranean actors.

On the basis of the definition of the ITD provided by the CPMR-IMC, it is possible to extract three fundamental elements, the consideration of which in the definition of local and regional development policies is a prerequisite for the success of integrated territorial development initiatives.

The three elements are:

1. the real decentralization of decision-making powers at the local level, and multilevel governance;
2. environmental and socio-economic sustainability;
3. the analysis and respect of sustainability as a cross-cutting issue: attention to climate, the environment, marginalized and vulnerable groups (women, youth, people with disabilities, etc.).

In the following paragraphs, we will discuss these three elements, then examine in more detail the needs analysis from an ITD perspective and the participatory approach, and finally propose some interesting examples and tracks of ITDs.

2.1 - Links between decentralization and integrated territorial development: rule of law and transparency

Without going into the details of the theory of administrative decentralization, it is important to recognize that decentralization processes as a whole must aim to ensure proximity and access to decision-making for interested citizens and stakeholders, as well as and the dispensation of territorial development (with a focus on public investment and the facilitation of private investment) while respecting national or even supranational frameworks.

For this, and particularly to foster an environment conducive to investments and integrated territorial development, compliance with the basic conditions imposed by the rule of law is a prerequisite and indispensable (OECD, 2015 – Box 4 for more details).

Moreover, beyond respect for the rule of law, decentralization is carried out with the intention of not imposing excessive administrative, bureaucratic and fiscal burdens on development actors, particularly in the private entrepreneurial sector and small and medium-sized enterprises (SMEs).

This does not mean, however, that lighter regulation is always the preferred solution; indeed, the key to good legislation and its implementation must instead be in transparency and in the ability of the administration to ensure effective periodic monitoring and evaluation of implementation.

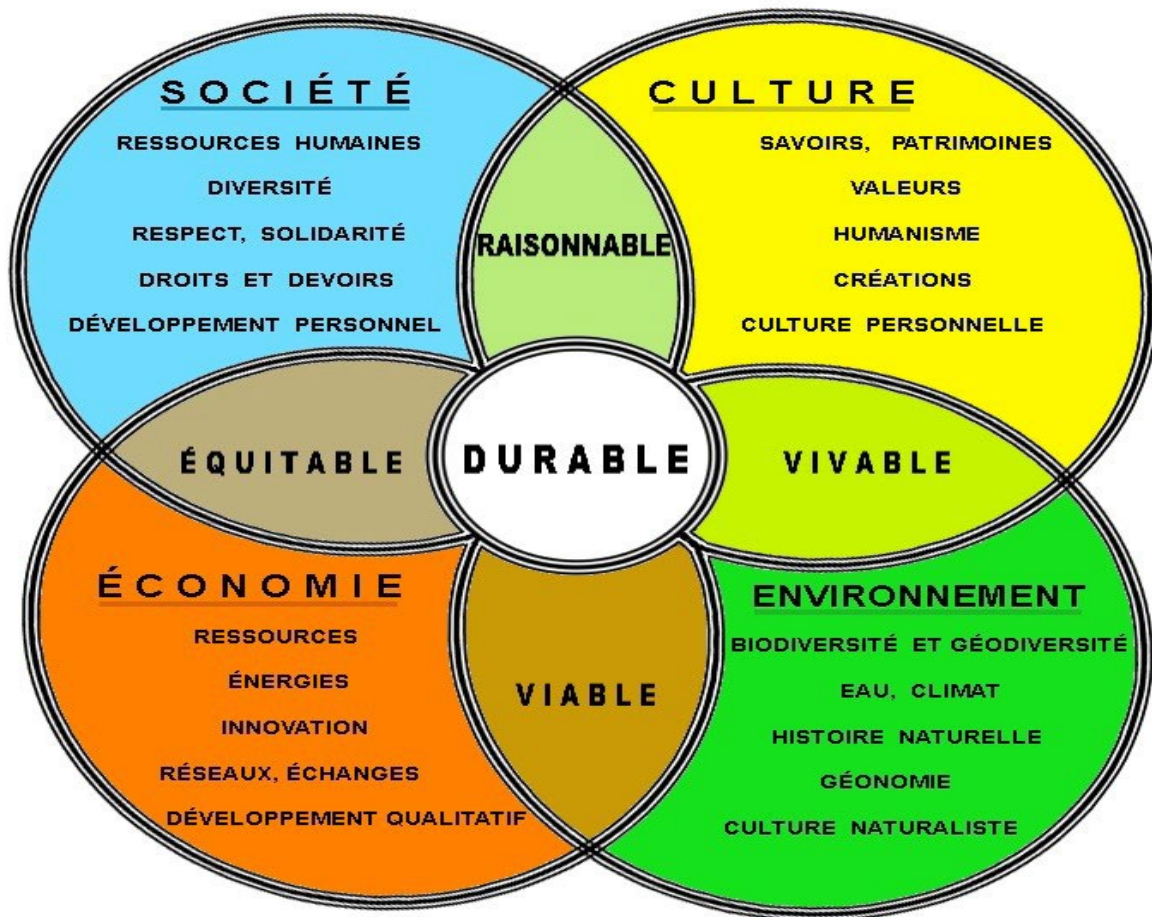
BOX 4 - Elements of the Rule of Law in Decentralization

1. Legislation must be accessible, intelligible and predictable.
2. Legal rights and responsibilities should be treated according to the law and not by the discretionary power of the administrations.
3. The law applies to all persons on an equal basis unless the discrimination is properly justified and of a positive nature.
4. Elected officials and public officials at all levels exercise the powers conferred on them by law in good faith and without exceeding the limits of reason.
5. The law guarantees respect for human rights and property, in compliance with international conventions and agreements.
6. Legislation and local administrative procedures shall respect the applicable national and supranational frameworks, and their management shall not be overburdened on citizens and interested carriers.



2.2 – Environmental and socio-economic sustainability

The concept of sustainability is articulated and constantly evolving. For the purposes of this paper, reference is made to the work of the United Nations World Commission on Environment and Development, which in 1987 simply defined sustainable development as “the goal of development compatible with the needs of future generations.” It must therefore necessarily include four interwoven pillars: economic, environmental, cultural and social equity, as illustrated below:



(Sustainable development, Fracchetti et Guai, 2011 et 2012)

2.2.1 – Environmental Sustainability and attention to cross-cutting environmental themes

The concept of sustainable development is the subject of an important literature in economics, without a univocal definition being given.

As indicated in Box 3, the most frequently cited is the Brundtland Report, which defines sustainable development as “[the form of] development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (p.40).²⁰

The general idea is, therefore, that capital is conserved over time (financial capital, natural capital, human capital) in order to maintain a constant level of well-being for human populations.

In general terms, the sustainability of development is considered in relation to environmental aspects, separating between “weak” and “strong” sustainability (Passet, 1979).

According to the theses of weak sustainability, widely considered the predominant approach of sustainable development, redefining economic development by considering environmental issues involves integrating natural capital into the usual neoclassical growth patterns, and therefore emphasizes on the economic dimension of development.

20 Notre Avenir à Tous, (Our Future to everybody), World Commission on Environment and Development of the United Nations, 1987

Nevertheless, the strong sustainability theorists support the need to reintegrate the economic system into the system in which it evolves (and of which it is therefore dependent).

Regardless of the approach followed, it is clear that the focus of sustainability is on the environmental aspects.

In the context of the Mediterranean region, this plays a role of great importance, either for the management of limited natural resources or for coastal management, the latter being more and more inspired by the principles of Integrated Coastal Zone Management (ICZM), as illustrated in Box 5 below.

Box 5 - The Barcelona Convention and the Bologna Charter (Promotion of Integrated Coastal Zone Management)

Geographical and natural specificities are, along with cultural and human capital, the main asset of any territory. For the Mediterranean regions, the coast is one of these assets to protect and exploit carefully.

The most relevant initiative for the sustainable development of the Basin (and therefore its coasts) is the 1976 **Barcelona Convention** (amended in 1995) to "reduce pollution in the Mediterranean Sea area and protect and improve the marine environment in this area with a view to contributing to its sustainable development." The Convention, ratified by 22 basin countries, falls within the framework of the Mediterranean Action Plan (MAP) of the United Nations Environment Program (UNEP), and operates through six components, one of which, the said PAP-RAC (Priority Actions Program for the Regional Activity Centre) focuses on the promotion of ICZM.

The work of **PAP-RAC** led to the signature in 2008 of a **Protocol**, currently ratified by 10 Mediterranean countries (Albania, Croatia, France, Israel, Lebanon, Morocco, Montenegro, Slovenia, Spain and Syria) and the EU, which establishes the characteristics of ICZM (Part II of the Protocol) and the instruments for the implementation of development policies integrating the ecosystem approach to coastal management (Part III).

At the sub-national and territorial levels, the Convention is reinforced by the **Bologna Charter**, an initiative promoting a common framework for the development of strategic actions aimed at the protection and sustainable development of Mediterranean coastal zones. The Charter, signed individually by some 30 European regions in the framework of the **MAREMED** project and subsequent deadlines, was also supported in 2013 by the more than 40 members of the CPRM-IMC, while also receiving the formal support of several states (ex. Italy, Greece, France). In 2017, the initiative opened to LRAs' voluntary membership of the southern Mediterranean and to the support of the countries of the South Bank. It was also presented and recognized as a relevant initiative and likely to be promoted in the framework of the work of the Union for the Mediterranean on the Blue Economy and the Environment, as well as emerging maritime initiatives such as "West MED" or cooperation programs such as Interreg MED. The Charter is based on the need to address the challenges posed by climate change, urban and human pressures at the basin level through concrete and effective actions that can be replicated as good practice.

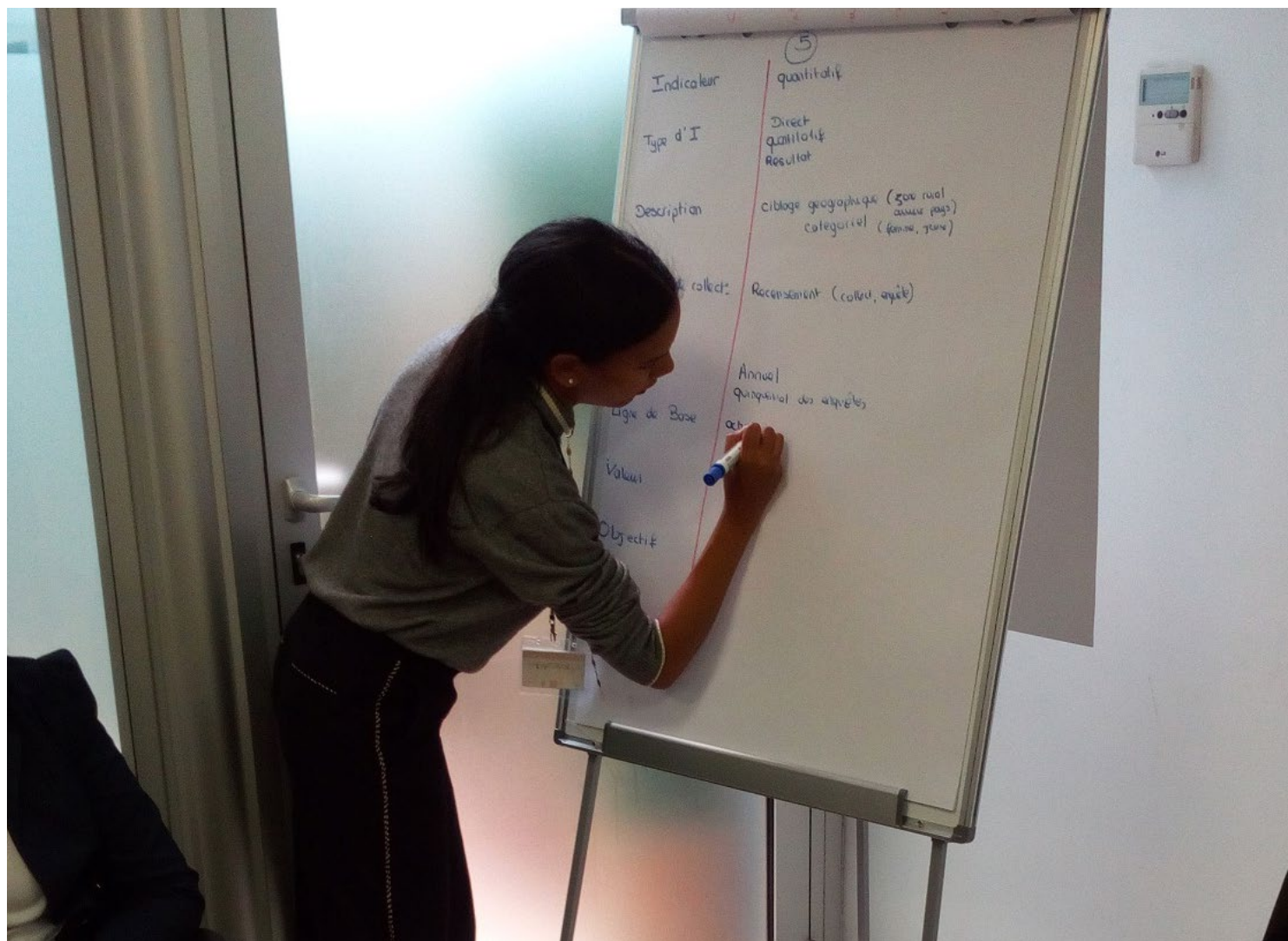
For this, the Charter is accompanied by a Joint Action Plan (JAP) which aims to leverage cooperation between Mediterranean LRAs to lead to transnational and local projects, inspired by six areas of cooperation and interventions, namely: (i) networks of coastal observatories; (ii) analyses of erosion phenomena; (iii) the sustainable use of strategic resources; (iv) integrated territorial planning and the application of ICZM principles; (v) structural works consistent with integrated planning processes; and (vi) networking of good practices for ex post exploitation and capitalization. The plan is subject to revision and periodic updating by the promoters.

The practical approach of the Charter (which is based on more than a decade of territorial cooperation projects initiated with the regional framework operation Beachmed) led to the realization of several projects, among which, in more recent times, **CO-EVOLVE** (Interreg Med) and **MEDSANDCOAST** (ENI CBC MED) which deserve special attention for their ability to link the content of the Bologna Charter (and the Barcelona Convention) to one of the most important economic activities in the Mediterranean coastal context, namely tourism (see Appendix II – Good practices).

Currently, the Union for the Mediterranean has just approved the project "**Med Coasts for Blue Growth (MC4BG)**" which aims at the extension – in territories of the south and east banks

(including Tunisia, Lebanon or Montenegro) – of activities to analyze and promote the coevolution of human activities and natural systems in the Mediterranean coast, especially concerned with tourism, initiated with CO-EVOLVE. Through these projects, demonstrative participatory and multilevel planning activities related to sustainable tourism, based on the analysis developed, as well as the tools of ICZM and Maritime Spatial Planning, will be carried out in several pilot territories.

Attention to the main asset of tourism in the Mediterranean, its beaches, is also the subject of the initiative **MITOMED +** (Models of Integrated Tourism in the Mediterranean), which aims to balance the requirements of tourism exploitation of the coastal areas of the basin with the application of the sustainable growth principles.



The project is inspired by the principles promoted by the World Tourism Organization (UNWTO), which defines sustainable tourism as “[a form of] tourism that takes full account of its current and future economic, social and environmental impacts, by responding to the needs of visitors, professionals, the environment and host communities [...]” From this can one say that sustainable tourism must:

- 1) Make optimal use of environmental resources that are a key element of tourism development, preserving essential ecological processes and contributing to the conservation of natural resources and biodiversity;
- 2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage, as well as their traditional values, and contribute to intercultural tolerance and understanding;
- 3) Ensure sustainable economic activities in the long-term by providing equitable distribution of socio-economic benefits to all actors, including stable employment and income opportunities, social services to host communities, and contributing to the fight against poverty.²¹

In this context, MITOMED+ proposes a test phase of the approaches proposed in the first study stage.

Among the activities carried out, the project has put forward a “Green Beach” assessment tool, namely a validated beach model based on 65 indicators divided into 8 categories: (i) water quality, (ii) quality of the beach area, (iii) security, (iv) information, (v) sustainability, (vi) green (infra)structures, (vii) accessibility and (viii) management.

The evaluation framework proposed by MITOMED+ integrates the principles of the ITD not only in environmental terms but also in the management and social inclusion of the most marginalized groups (e.g. people with disabilities) towards a broad model of integrated management that takes into consideration together environmental and socio-economic elements.

The next paragraph allows for a better analysis of the social and economic aspects of ITD.

21 Source: World Tourism Organization, <http://sdt.unwto.org/en/content/definition>, accessed 2 February 2018

2.2.2 – Socio-economic Sustainability and inclusion of the most marginalized groups

Limiting the concept of sustainability to environmental aspects would be imprecise and incomplete. Sustainability, in fact, is also expressed in terms of sustainable social inclusion. Inspired by Amartya Sen's teachings, over the 1990s UNDP developed a series of synthetic indicators (including the Human Development Index (HDI), the Human Poverty Indicator (HPI), and the Shortage Indicator (IPC).

Combined with the regular production of national reports on alternative development strategies, as a complement to the annual report developed at the global level, they formed the basis for a definition of "human development," namely the development that allows people to live better by increasing their potential and their freedoms (Dubois, Mahieu and Poussard, 2006).

However, the concept of human development has not yet been sufficiently associated with the theme of sustainability.

A development that is intended to be human must indeed integrate social sustainability as one of its essential components, aiming to increase the well-being of all, and must take into account the multiple dimensions of this well-being and their interactions (Dubois, Mahieu et al. Poussard, 2006).

Without entering into the academic debate on the social component of sustainable development, it is important to note that this form of development must be guided by the flagship principle of the United Nations 2030 Agenda for **Sustainable Development Goals (SDGs)**, namely: "Leave no one behind."

The application of this principle requires particular attention to the most marginalized groups excluded from the benefits of development, such as, for example, women, young people, the long-term unemployed and persons with disabilities.

The relevance of the SDGs for integrated territorial development, particularly in terms of socio-economic sustainability, is reinforced by the willingness of UNDP, UN-Habitat and the Global Task Force of Local and Regional Governments to support the **localization of the SDGs**.

In the context of the specific experience of Morocco and Tunisia, locating the SDGs and supporting sustainable socio-economic development also means strengthening the social solidarity economy (ESS), i.e. another way of dealing with economics by putting people and socio-economic needs first (IPEMED, 2013). The **CPMR-IMC Prospecting Report "Social and Solidarity Economy in the Mediterranean Regions: Experiences of Territories and Cooperation Perspectives"** stresses, at the same time, that "there is a general trend toward a more inclusive vision of the SSE, defined less through the statutes of entities (cooperatives, associations, foundations, mutual, etc.) than as a mode of production, consumption, financing and alternative housing" (p.2).²²

The growing role of this form of development was the main source of inspiration for the 1st session of the **Mediterranean Conference of Social and Solidarity Economy (MedESS)** which, in May 2013 in Tunis, brought together the main representatives of the sector from the Med region and laid the foundations for a Mediterranean ecosystem favourable to social enterprises. The Conference finally led to the publication "**Social and solidarity Economy in the Maghreb – What realities for which future?**" which analyzes in detail the main characteristics of this form of sustainable development in Morocco and Tunisia (as well as in Algeria).²³

In addition, the report notes that in Morocco, the emergence of SSE structures has kept pace with the evolution of informal economy almost until the launch of the "National Initiative for Human Development (INDH) by the King Mohammed VI in May 2005" thanks to which "social and solidarity economy organizations intervene more and more in order, among other things, to identify the needs of the populations, to carry out activities and projects generating income, to improve the effectiveness of the projects impacts on beneficiary populations, [and] to participate in the financing and governance bodies of the INDH" (page 14).

22 Prospective report of the CPMR-IMC "Social and Solidarity Economy in the Mediterranean Regions: Experiences of territories and prospects for cooperation", ICD-CPMR, September 2017

23 The social and solidarity economy in the Maghreb - What realities for which future?, IPEMED, November 2013

Box 6 – Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) and their 169 targets (sub-targets) form the backbone of the 2030 Agenda. They equitably take into account the economic, social, and environmental dimensions of sustainable development. They integrate for the first time the eradication of poverty and sustainable development in a common device.

The SDGs must be achieved by all UN Member States by 2030. This means that all countries are called to jointly address the urgent challenges of the planet.

The 17 Objectives are:

1. To eliminate poverty in all its forms and around the world
2. To eliminate hunger, ensure food security, improve nutrition and promote sustainable agriculture
3. To enable everyone to live in good health and promote the well-being of all at all ages
4. To ensure access for all to quality education on an equal footing and promote lifelong learning opportunities
5. To achieve gender equality and empower all women and girls
6. To ensure access for all to water and sanitation and ensure sustainable management of water resources
7. To ensure access for all to reliable, sustainable and modern energy services at an affordable cost
8. To promote sustained, shared and sustainable economic growth, full and productive employment, and decent work for all
9. To build resilient infrastructure, promote sustainable industrialization that benefits all and encourages innovation
10. To reduce inequalities in countries and from one country to another
11. To ensure that cities and human settlements are inclusive, safe, resilient and sustainable
12. To establish sustainable consumption and production patterns
13. To take urgent action to combat climate change and its impacts
14. To conserve and sustainably exploit oceans, seas and marine resources for sustainable development
15. To preserve and restore terrestrial ecosystems, ensure sustainable use, sustainably manage forests, combat desertification, halt and reverse the land degradation process, and end the loss of biodiversity
16. To promote the development of peaceful and inclusive societies for sustainable development, ensure access to justice for all, and establish effective, accountable and inclusive institutions at all levels
17. To strengthen the means to implement and revitalize the Global Partnership for Sustainable Development

In Tunisia, on the other hand, the evolution of the tertiary sector has implied a gradual growth of SSE already in the eighties and nineties, even though today SSE structures and devices have a diversified but uneven supply distributed in the territory for the Capital and the coastal regions (Dhaher, 2010). However, according to the IPEMED report, “the Tunisian socio-economic context has favored the inclusion of organizations in this sector in a logic of social and collective entrepreneurship.” At the same time, the [CPMR-IMC Prospecting Report “Social and Solidarity Economy in the Mediterranean Regions: Experiences of territories and prospects for cooperation”](#) stresses how the number of organizations involved in SSE has almost doubled in the period 2010-2012 “although it is not possible today to delimit the size of the sector in the country especially because of a clear lack of public support for specific initiatives and objectives of SSE” (p.13). The Report presents some examples of Mediterranean cooperation that strengthen the capacity of SSE actors in the region, particularly in the context of decentralized cooperation.

Other examples of success can also be found in the “Human Development” part of the ENPI CBC Med Program, which has supported Euro-Mediterranean initiatives establishing stronger cooperation links aimed at the growth of SSE. In particular, the [RUWOMED](#) initiative has enabled more than 250 Palestinian women to develop agricultural, productive and entrepreneurial skills to generate income even in contexts affected by war or lack of other employment opportunities.

The RUWOMED project, beyond training, supporting and following up the women participating in the initiatives, relied on European fair-trade networks (in particular Spanish and, to a lesser extent, Italian) to allow products to be marketed. The virtuous circle generated by the initiative goes far beyond economic profit, directly affecting the image of women in their respective communities and vis-à-vis their families. It also opens up a window of visibility and dissemination in the northern Mediterranean on the tangible and intangible benefits of SSE.

Two other ESS good practices (EDILE and MED Solidaire) are presented in Appendix II of this document.

2.3 – Conclusion

In the preceding paragraphs we have examined the fundamental aspects of the ITD approach. With this in mind, it is therefore worth noting the importance of its three key elements, namely:

1. the real decentralization of decision-making powers at the local level and multilevel governance;
2. environmental and socio-economic sustainability;
3. the analysis and respect for sustainability as a cross-cutting issue.

It is important to emphasize that points 2 and 3 are intertwined, because of the need for planning mechanisms that take into account sustainability not in isolation, but rather as a cross-cutting issue that relates to the environment as well as to economic growth and social cohesion.

The following paragraphs go into more detail about some of the key thematic aspects of ITDs, to better understand the practical aspects of ITD-inspired planning.

3

THEMATIC FOCUS: NEEDS ANALYSIS FROM A ITD PERSPECTIVE AND THE PARTICIPATORY APPROACH



On the basis of the survey carried out among Mediterranean LRAs in the preparation phase of this Manual (see “Methodological Note”), the regional and local authorities contacted, particularly from the southern shore of the basin, expressed a particularly strong interest in ITD strategies, especially with regards to the major challenges posed by the growing interconnection of local development with international issues beyond the reach of elected officials and local officials.

However, concerns are expressed about a lack of clarity in defining the political and administrative role of LRAs in the national context (see in particular the section on advanced regionalization in Morocco and Tunisia), as well as on the general and widespread difficulty to identify sufficient financial resources to implement ITD.

Without going into the debate about the distribution of political and administrative power between the central and regional/local levels, it is nevertheless important to note that the reinforcement of local actors inevitably goes through a collective commitment of public authorities, as noted in paragraphs 1.3 and 2.1. A reference example is shown in Box 7 below.



BOX 7 - The European Hakama Initiative in Morocco

Since the end of 2013, the Delegation of the European Union to the Kingdom of Morocco is executing a cooperation program labelled “**Hakama**” (Arabic word for “Public Governance”). The initiative aims to “increase the effectiveness, efficiency and quality of public services and action through more effective and equitable public funding and the implementation of public management, and especially a more efficient and transparent budgetary management.”

Among these three specific objectives, one is dedicated to improving the quality of public services and promoting citizen participation and control by supporting public management reform measures outside the financial sphere that could have a short-term impact on the quality of public services felt by the citizens. This priority axis concerns, first of all, the application of Moroccan constitutional principles in terms of the quality and governance of public services which, following the reform of the Constitution, more closely concern local and regional administrations.

The initiative, while involving the central government in the first place, will necessarily have to take into consideration the bodies of regional and local public actors to achieve its overall and specific objectives, given the evolution of advanced regionalism in Morocco, as previously illustrated.

Regarding the access to financial resources for the implementation of concrete initiatives provided in regional and local development plans, another emerging concern since the questionnaire, several means of non-national origin are available to administrations.

However, this Module is not intended to illustrate the different sources of funding, even if it is important to highlight that another aspect of integrated territorial development recognizes that local and regional governments are aware of different possibilities and modalities of external financing that can, individually or in combination, favor budget support.

In Tunisia, for example, the launch of the “Tunisia 2020” National Strategy represented only a period of promotion of the country on the international markets for the search for funding, but also for the presentation of regional and local assets. Indeed, the figures show that investment intentions reached 34 billion dinars (or 11.5 billion euros)²⁴ including 15 billion dinars through agreements signed and 19 billion

promises expressed.²⁵ The section is therefore designed as a “window” for LRAs to propose initiatives and seek funding for them, representing a real component for the Governorates.

Still in Tunisia, the Municipality of Sfax realizes, through the Society of Studies and Development of the North Coast of the City, the initiative TAPARURA, aiming at the depollution of the north coasts of the city, the rehabilitation of beaches and land reclamation for use in recreational, hotel and residential areas.

The idea, jointly supported by the European Investment Bank, the Tunisian State and private donors, is also in line with the principles of integrated development, both from the point of view of public territorial planning and financing.

It affects as much the territorial planning component – that is, a methodology that seeks to develop a strategic vision of territorial development at the cultural, economic, environmental and social levels and which is accompanied by planning and the harmonization of different uses of the territory while considering the natural and human constraints

²⁴ Exchange rate InforEuro, February 2018

²⁵ Source: The Maghrebien Economist, www.leconomistemaghrebin.com/2018/01/03/tunisia-2020-bilan/, accessed February 2, 2018

– inspired by the principles of economic sustainability, as those of integrated financial planning that combines several sources of funding, different from each other, in order to achieve the expected results.

on the identification of the desired results/impacts, on the means to be used to achieve them, and on the monitoring and evaluation tools.

3.1 – Public programming resembling the Integrated Territorial Development

Programming public policies for a defined territory involves a medium-long-term vision which, in turn, requires a capacity to integrate and use management tools geared towards the achievement of results and, in particular, the consolidation of actions impacts on the ground and on the society involved.

From a general point of view, programming in the public domain – and managing drifting initiatives from programming – has characteristics similar to project cycle management normally applied in private contexts.

It means, in fact, to initiate steps aimed at defining a programming, managing, and evaluation process based



Box 8 - Territorial Planning in Quebec (Canada)

In Quebec, the territorial planning approach is defined and regulated by the **Act on Land Use Planning and Development (LAU)**, adopted in 1979. The LAU requires the regional county municipalities (RCMs) to create a planning and development scheme (PDS) for their territories. The PDS is accompanied by an action plan that translates the intentions of elected officials in planning and development of the territory into concrete interventions. This scheme is at the same time a tool for knowledge, consultation, planning, implementation, communication and promotion of planning and development guidelines. The Act also obliges local municipalities to draw up an urban plan which contains the policies and actions that the municipal council intends to implement in the future in terms of urban planning.

How to do it on the principles of sustainable development?

A territorial planning approach oriented towards sustainable development involves the following general steps:

1. a territorial diagnosis;
2. the statement of a strategic vision of the cultural, economic, environmental and social development of the territory, i.e. a representation of the desired future that proposes a framework of intervention supported by the principles of sustainable development targeted;
3. the definition of orientations to be privileged, on the basis of the territorial diagnosis;
4. the production of planning documents and action programs consistent with the previous steps;
5. the development of indicators to evaluate progress towards the achievement of objectives and the implementation of proposed actions, to correct them if necessary;
6. the adoption of a biennial report on the implementation of planning documents.

Distinctive features of the approach

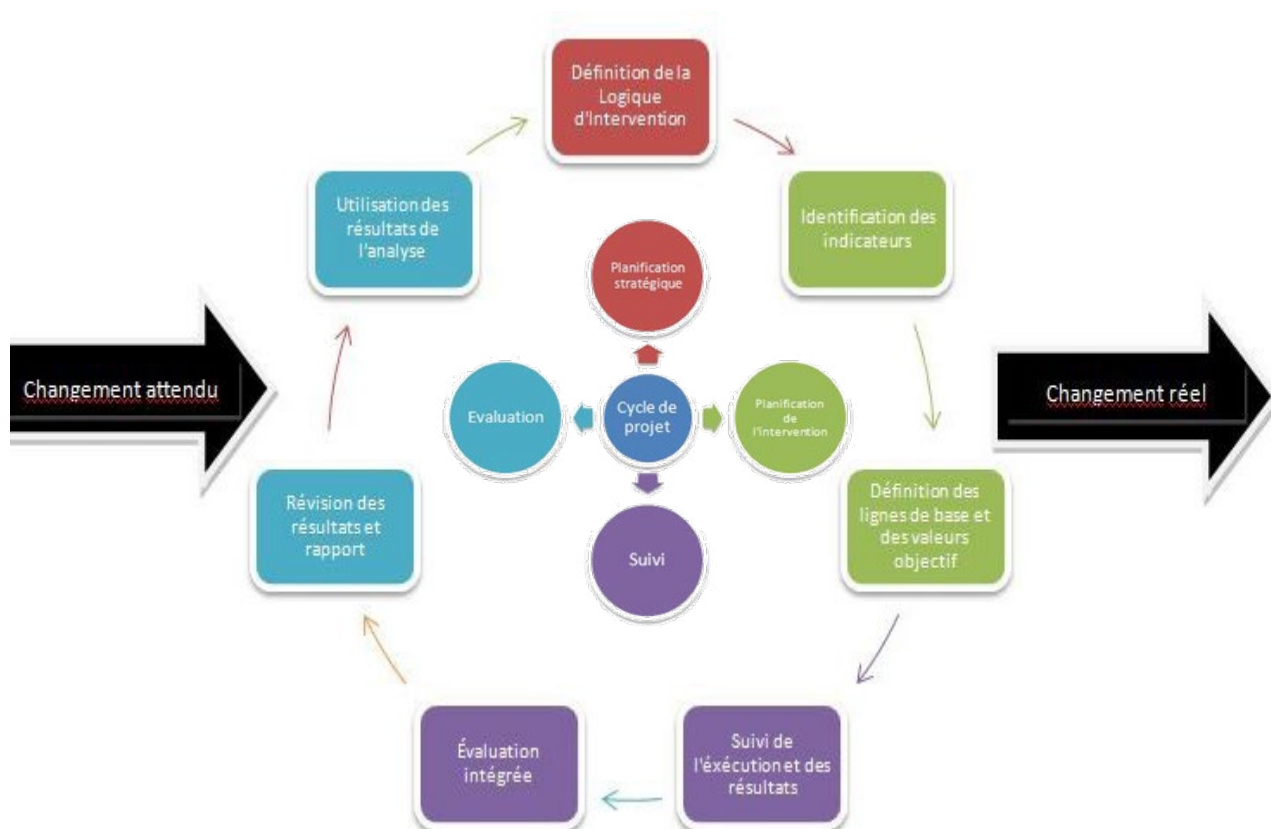
The approach has a legal scope, which ensures effective implementation through the relevant regulations. The territorial planning approach leads, among other things, to a set of means of regulation, direct intervention, financing and land control. Territorial planning is multidisciplinary. It involves professionals from different disciplines, including management and urban planning, administration, architecture, engineering, culture, etc.

It must be based on theoretical knowledge, but also on practical knowledge drawn from the experiences of actors on the ground, hence the importance of citizen participation in the preparation of planning documents. Public consultation exercises are also planned by the LAU. Finally, it can be applied to various scales: neighbourhoods, boroughs, municipalities, metropolitan communities, RCMs, regions, watersheds, etc.

Learn more: https://www.mamrot.gouv.qc.ca/pub/amenagement_territoire/urbanisme/guide_gestion_eaux_pluie_complet.pdf

The European Union, for example, defines a project as “a series of finalized activities to achieve clearly described results within a defined period and budget” (2004)²⁶, describing the cycle of project management into five steps (see below).²⁷

1. Programming (definition of intervention logic)
2. Identification (indicators and definition of baselines and objective values)
3. Formulation of the project
4. Execution and monitoring
5. Evaluation, audit and use of the results of the analysis



Project cycle management, adapted from 'Guidelines on linking planning/programming, monitoring and evaluation', EU DG NEAR

Project cycle management takes different forms depending on the approaches applied to it. As part of this training manual, emphasis is placed on the following sections on results-based management (RBM) and managing for development results (MfDR) approaches.

a) Results Based Management (RBM)

In general terms, results-based management should be the guiding principle of any programming initiative.

While varying by sector and baseline context, results-based management can be defined as a “comprehensive management strategy focused on end products and impacts which purpose is to produce the desired change(s), while focusing on improving performance (i.e. better results and impacts).

According to UNDP, the overarching goal of results-based management is to “provide decision-makers and implementers with a coherent framework for planning and for strategic management based on learning and accountability in decentralized contexts” (2002 and 2009). This approach includes detailed work for the definition of realistic expected objectives, a coherent framework of indicators for monitoring progress, the progressive integration of lessons learned (in line with performance reports) and synergies and complementarities with the external carriers.

The benefits of managing for results are:

- Support for realistic and effective planning;
- Strengthening consensus building and coordination with the stakeholders involved and their ownership of results;

²⁶ Source: European Commission-EuropeAid, Aid Delivery Methods – Volume 1 Project Cycle Management Guidelines”, March 2004, p. 8

²⁷ Source : EU, DG NEAR, Guidelines on linking planning/programming, monitoring and evaluation, July 2016, p. 2.

- Facilitating corrections in management through continuous monitoring of the initiative's performance;
- Communication of key milestones to the outside and the general public;
- Better self-assessment through follow-up fixes, increased capitalization of good practices and identification of new needs emerging during implementation;
- Practical tool to capture positive and negative lessons.

Beyond the practical utility and the (relative) ease of adaptation to several contexts, even different ones, results-based management can be combined with other management approaches of the program/project cycle that better characterize in the specific context of the Mediterranean sub-national public sector.

For example, the ENI CTF Med cooperation program has introduced the principles of RBM in its 2014-2020 Strategic Framework, in order to simplify the monitoring of co-financed initiatives and to establish a stronger Mediterranean cooperation framework.

It should be noted that among the objectives of the Program, the institutional capacity building of public actors from the southern bank of the basin is a transversal priority which success, necessarily, appears as a RBM progressive focus.

b) Managing for development results (MfDR)

Increasingly, and particularly in public contexts, the RBM approach is being accompanied by the monitoring approach for the results of development initiatives, namely the "practice of focusing the attention of policy makers and implementers on performance, results and long-term impacts for target groups and territories" (World Bank, 2008).

The "RMB Cycle" consists of five main components:²⁸

1. definition of objectives and agreement on targets and strategies to be adopted;
2. allocation of available resources for activities that can better contribute to the desired results;
3. monitoring and evaluation: Are the resources allocated to the initiative producing the expected/desired change?
4. performance report to the general public;
5. return and influence at the level of public policies of magnitude.

Integrating the MfDR approach into the planning and implementation of public policies (sectoral or even territorial) can ensure the achievement of results (realistically established on the basis of RBM) as well as the channeling of best/good practices of initiatives in policies of greater territorial or temporal scope.

This, in order to perpetuate the effects and impacts beyond the planned duration of any initiative (e.g. sustainability, see previous chapter).

Monitoring for the results of development initiatives can therefore be seen as a tool to improve the overall sustainability of the initiatives put in place.

c) Objectives, Outputs, products, Activities: Understanding the Differences

Beyond the implementation of the RMD and MfDR principles above-illustrated, in combination with the contents of the 12 and 13 frameworks, respectively dedicated to the intervention logic and to the results chain, it is important to understand the distinction between different types of objectives, as well as between objectives, outputs, products and activities.

First, we find the general objectives, that is the level of objective that expresses the meaning of the project, the goal to achieve, as well as a long-term accomplishment. In general, the achievement of this objective is long-term because a long set of actions contribute to it: often the term "general objective" is used as a synonym for impact.

However, impacts are normally interpreted as medium-long-term results that cannot be achieved during the project life cycle. Besides, the general objective per se does not give any indicator about how the actors will achieve it.

Then, the notion of "specific objective" (also called "effect" or "outcome") refers to the second level of the results chain or logic model, i.e. at the level placed between the highest level (often referred to as "impact" or "general objective" as stated above) to which the project is intended to contribute, and the level of production of goods or services ("result", "product", "output") which are supposed to be used by the targeted beneficiaries.

The specific objective is therefore, in this framework, the statement of the final situation of the beneficiaries of the project at the end of the project, i.e. the situation that the project must reach at its end.

At the international level, a debate on the need for only one or more specific objectives arises. Among the international actors of cooperation adopting only one specific objective we find the World Bank, the British (DfID), USA (USAID) and Swedish (AIDS) cooperation agencies, as well as the OECD and the UNDP; on the other hand, the European Commission and Canadian Cooperation (CIDA) and the Swiss (SDC) have opted for an approach which take into account several specific objectives.²⁹

However, neither of these two approaches is to be preferred in an absolute way, as the flexibility is one of the key principles of the logical framework.

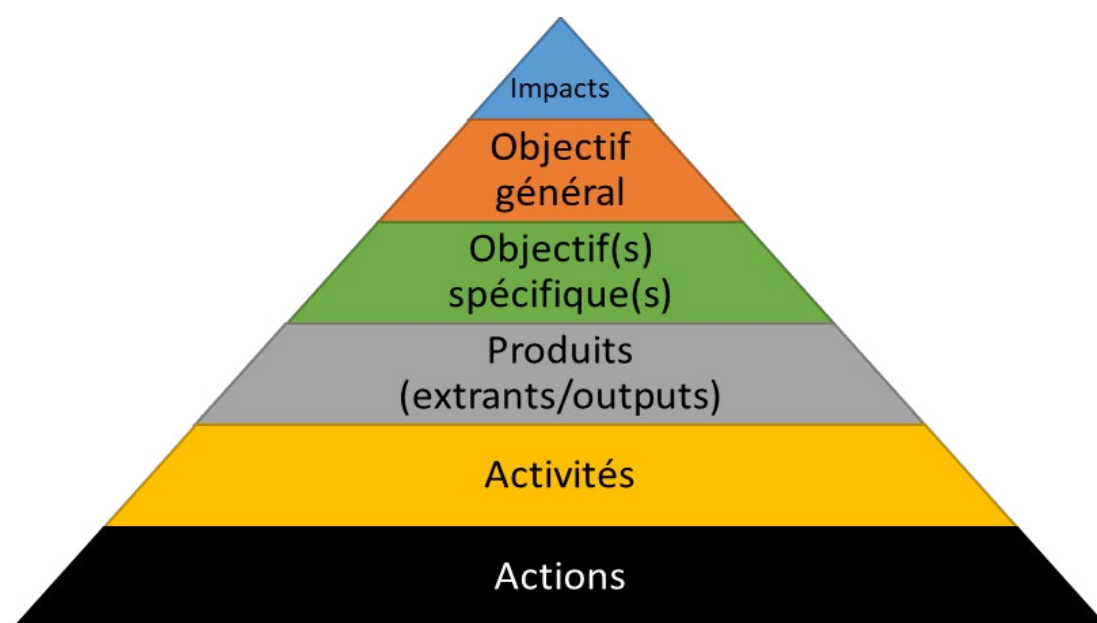
A strategy that aims to be based on the principles of the ITD should include a series of products (or outputs) to achieve the objectives / expected results. The products are therefore the results obtained immediately after the completion of an activity.

The activities, thus, are composed of the actions put in place to achieve the expected product that will lead to the objectives / expected results.

28 Source: <http://siteresources.worldbank.org/ACCRAEXT/Resources/4700790-1220290989866/MfDR.pdf> accessed May 30, 2016

29 Source : Labé, J.P. et Ledant, V. (2015), De l'utilité d'un seul objectif spécifique par projet, ONG-ADG

The chain of results (see Box 13) can therefore be interpreted as a pyramid supported by actions and reaching the medium-long term impacts:



The Pyramid of the Results Chain, Own Development

3.2 – The role of indicators

For the purposes of this Manual, an indicator is defined as an observable and measurable specific quantity that can be used to show changes achieved or progress made towards achieving a specific effect. An indicator allows us to recognize and evaluate a result, or the process that leads to its outcome.

Indicators are essential tools in ITD oriented programming, not only as a measure of the success (or bankruptcy) of an initiative, but also as a tool for correction and improvement. Any results-oriented development strategy (see paragraph 3.1) must take this into account and include monitoring and evaluation mechanisms that can be used to measure relative indicators.

There are several classifications of indicators (e.g. RACER, SMART, CREAM or SPICED)³⁰, but in this document the focus is brought on:

- (i) the main characteristics of a good indicator;
- (ii) the typologies of indicators;
- (iii) a checklist for outcome indicators (see paragraph 4.3).

3.2.1 – The main characteristics of a good indicator

To be considered valid, an indicator must:

- Describe the unit of measure (number, percentage, grade, level, etc.), the concept or reality observed (participants, institutions, products, etc.) and the context in which it is calculated/verified;
- Be credible: the amount of data or the accuracy of the evaluation is not as important as the relationship between the indicator and the outcome it must describe and evaluate;
- Be neutral, that is, measuring change and not the direction of change;
- Be disaggregated (to the best extent possible) by sex, age, disability, territory, institution, etc.

According to UN Women³¹, an indicator should be:

- Valid: the exact measurement of a behavior, practice, or task that is the expected output or effect of the intervention;
- Reliable: measurable consistently over time and in the same way by different observers;

³⁰ Acronym: Relevant, Accepted, Credible, Easy, Robust (RACER) ; Specific, Measurable, Attainable, Relevant, Time bound (SMART).

³¹ Source: ONU Femmes, <http://www.endvawnow.org/fr/articles/336-indicateurs.html>, accessed march 10 2018

- Accurate: defined in clear terms from the operational point of view;
- Measurable: quantifiable using available tools and methods;
- Timely: provide a measure at relevant time intervals appropriate to the program's goals and activities;
- Important for the program: related to the program or the achievement of the program's objectives;



3.2.2 – Typologies of indicators

a) Quantitative or qualitative indicators

Indicator Type	Definition	Examples
Quantitative	Quantitative indicators are statistical outcome measures in terms of: <ul style="list-style-type: none"> • Number • Percentage • Rate • Report 	<ul style="list-style-type: none"> • Number of reports produced • % of people with access to social services • % reduction in coastal pollution from urban waste • Number of women trained
Qualitative	Qualitative indicators describe opinions, perceptions and attitudes in relation to a specific situation or theme. They can measure changes in sensitivity, satisfaction, influence, awareness, understanding, quality, dialogue, etc.	<ul style="list-style-type: none"> • Progress rate of regional environmental reform • Perception of inclusion by marginalized groups • Interoperability rate between cross-border information systems

b) Direct and indirect indicators

Indicator Type	Definition	Examples
Direct	Direct indicators allow to measure in a simple and synthetic way a specific result	<ul style="list-style-type: none"> • In the case of the activity "Strengthening ALR's capacity to provide quality garbage management services:" • Activity time of operators and machines • % change in number of families / businesses receiving collection services • % punctuality of the service compared to forecasts
Indirect	In cases where direct measurement is impossible (e.g. lack of direct information, impossibility of field trip, etc.) "approximations" (indirect indicators) can be used, usually through satisfy.	In the case, for example, of measuring the transparency of a public service, an indicator measuring the perception of transparency and accessibility of the service may be used.

c) Result Chain indicators

Indicator Type	Definition	Examples
Input	Measure of available resources and means	<ul style="list-style-type: none"> • Available budget • Human Resources • External funding
Product	Measure of advancement with regards to specific tangible products	<ul style="list-style-type: none"> • % of trained personnel • Number of organized meetings • Number of published manuals/guidelines
Result	Measure of the expected change on the short-medium term	<ul style="list-style-type: none"> • Increasing of productivity and competitiveness in the agricultural sector in the region • Strengthening of public institutions efficiency in the offer of social protection services for women
Impact	Measure of the general objectives fulfillment on the medium-long term	<ul style="list-style-type: none"> • % increasing of employment in the region • Rate of regional legislative and administrative procedures conformity with international

In order to better understand the progress towards the results and then, the desired impacts, it is advisable to associate the process indicators with the result chain indicators. These indicators describe the processes generated by the project contributing to expected results and/or impacts.

Normally, the process indicators are qualitative (see box a) and indirect (see box b). It is important to note that process indicators are not a guarantee of the outcome of the results/objectives or impacts; on the contrary, they describe the performances, behaviors and approaches that are advisable to start seeing the results and the expected impacts.

An interesting example of application of process indicators is proposed by the Office of the United Nations of the High Commissioner for Human Rights, which published in 2012 a Methodological Guide to Human Rights Indicators based on a triple approach³²:

1. Structural indicators: measurement of the legal and administrative commitment to the implementation of a Convention on Human Rights (ratification and consideration in national legislation);
2. Process indicators: measurement of efforts by States in the implementation of ratified Conventions and relative legislation (programming and planning, budgeting, monitoring and evaluation systems in place, awareness raising, etc.);

3. Result indicators: measurement of the effective and efficient realization of the rights provided for in the ratified Conventions.

To monitor and analyze process indicators, qualitative indicators are normally used. Indeed, as indicated above in box a), these indicators measure “changes in sensitivity, satisfaction, influence, awareness, understanding, quality, dialogue, etc.” Which is the purpose of the process evaluation.

In order to facilitate the understanding of the main characteristics of an indicator, in order to use it and of course to adapt its relevance to the evaluation framework that is to be established, an easy-to-use tool could be the matrix of indicators.

3.2.3 – The matrix of indicators

The matrix of indicators is a tool used mainly to develop the indicators of an action plan, according to the characteristics illustrated in the previous paragraph.

There are several versions. Among the most common, the matrix below is to consider of the simplest use:

Indicator	Indicateur kind (Cf. §3.2.3)	Description	Recollection method	Frequency	Baseline	Value of the indicator	Goal
Input							
Produit							

3.3 – Integrating external stakeholders into human resources training: the participatory approach to public management at regional/local level

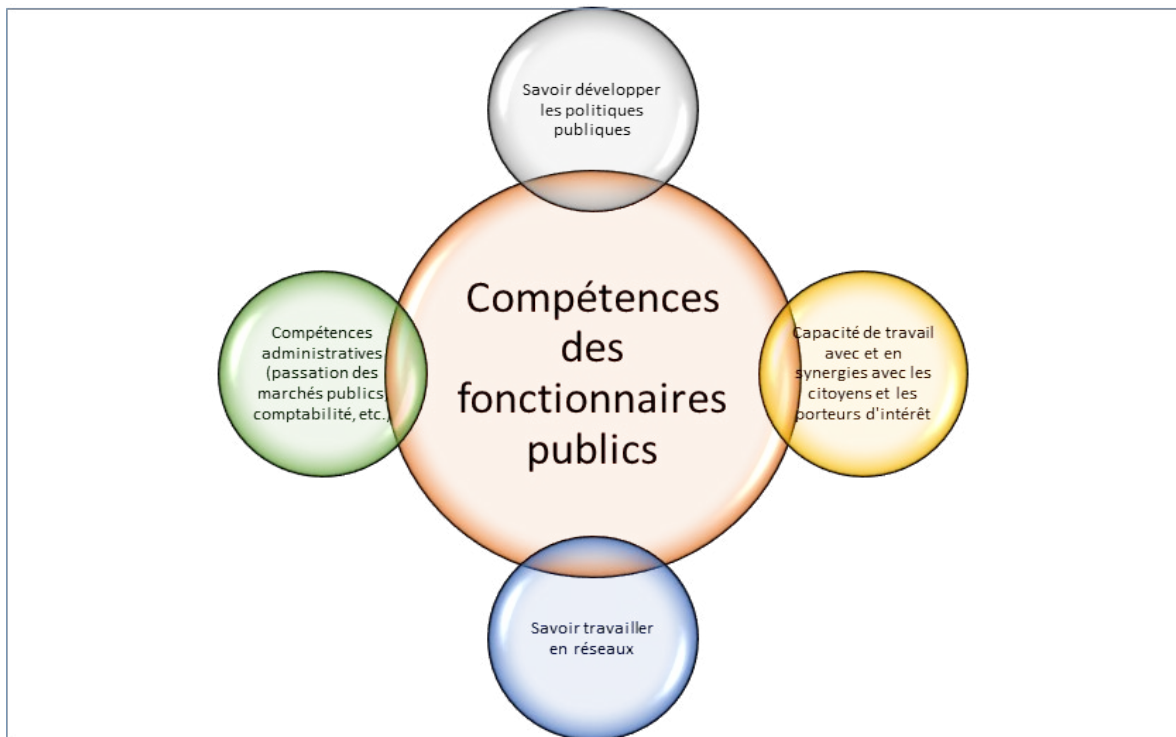
One of the main issues identified by the public authorities of the Mediterranean during the consultation conducted as part of the preparation of this document – as well as by external observers (Bergh, 2016) - is represented by insufficient training of human resources.

Nevertheless, it should be noted that ITD training involves cross-cutting and multidisciplinary knowledge that often cannot be pinpointed in public domains (next page)³³. Support for external resources (both private and civil society) becomes essential to integrate a transversal approach to the management of the territory.



³² United Nations Human Rights, Office of the High Commissioner, Human Rights Indicators – A Guide to Measurement and Implementation, New York and Geneva : 2012

³³ Source: OECD Public Governance Reviews (adaptation)



The skills of public officers and the lack of cross-boarding adapted from 'OECD Public Governance Reviews'

The model above is inspired by the principles of the quadruple helix, namely a collaborative system where the actors of the public administration, private entities, university and research (i.e. the triple helix of 'innovation') are associated with civil society and the 'general public' (Cavallini, Soldi, Friedl and Volpe, 2016).³⁴

The quadruple helix model is also reflected in the principles of the "Territorial Partnership" which is defined as a modality of cooperation that "focuses on the creation of strong and structured multilateral and bilateral horizontal relations between individual local and regional governments and their respective partner territories" (Fernández de Losada Passols, 2017).

Therefore, the added value is based on the ability to foster the exchange of experiences, the transfer of know-how, mutual learning and the development of innovative pilot initiatives sharing.³⁵

Adapting the definition of Cavallini, Soldi, Friedl³⁶ and Volpe, the fourth helix can be defined as a collective entity formed by individual actors of a territory who interact with universities, industry and public administration as citizens, consumers, producers, explicit or implicit knowledge generators, or simply as members of a community, to help build new models of innovation (social, economic, product, process, environmental, etc.) that allow the socio-economic advancement of the territory involved.

Civil society and the general public normally demand that innovations be in accordance with their needs and aspirations and have a capital of knowledge and creativity that can be made available to such innovations: on this basis,

civil society remains in direct and constant contact with the other three helixes of territorial development. The real and successful engagement of the civil society in ITD involves an increased capacity of LRA human resources to understand and stimulate these processes for the benefit of the territory involved.

Indeed, human resource training is a key investment that LRAs must plan to facilitate the planning of ITD strategies. Beyond better administrative management capacity, the other advantages of a well-trained team are the strengthening of (i) the work ethic and public goods; (ii) accountability and integrity; (iii) the long-term vision; (iv) understanding the data; and (v) the response to the public.

To achieve this, one must firstly consider the flexible nature of integrated territorial development. ITD, in fact, is a management mechanism aimed at the efficiency of the implementation of public policies in complex territorial contexts and articulated from the economic, social and environmental point of view.

This flexibility includes a comprehensive approach and a gradual adaptation to the demands of the territories in order to be able to formulate coherent responses to the needs expressed while considering transversal issues of national or even global scope.

In other words, it means for public decision-makers and implementers that they need to listen to the territory (i.e. more specifically the private sector and the civil society), particularly in order to better frame cross-cutting issues in sectoral policies. This is the systematization of cross-cutting issues.

³⁴ Cavallini, Soldi, Friedl et Volpe (2016), Using the Quadruple Helix Approach to Accelerate the Transfer of Research and Innovation Results to Regional Growth, Committee of regions

³⁵ Fernández de Losada Passols, A. (2017), Shaping a New Generation of Decentralized Cooperation - For Greater Efficiency and Accountability, CPMR-IMC, PLATFORMA

³⁶ Cf. note #29, p. 18

The cross-cutting domains to be considered are numerous and depend, sometimes, on territorial specificities. However, three of them should be highlighted at all levels:

1. Human rights;
2. Environmental sustainability;
3. Gender mainstreaming (equality of opportunity) and youth.

In a global context that is ever more dependent on human skills and training, it is indeed necessary for public decision-makers and executors (public servants) to be sufficiently trained in these subjects in order to be able to appreciate them in decision-making, and in the implementation of sectoral and territorial public policies.

The benefits are obvious: better integration of and within the local context, greater collective attention and response to national and global issues, as well as increased capacity to ensure transparency and smooth administrative procedures.

In addition, enabling and strengthening the training of civil servants by involving civil society and the private sector



entails adopting a participatory approach to decision-making and the implementation of initiatives and projects.

The main goal of participatory planning is to provide the territory with a tool that considers the real needs of the population and that will serve as a negotiating instrument with donors, the State, and other stakeholders in the area.

Short-term	Medium and long term
<ul style="list-style-type: none"> • Public officials and socio-economic actors in the territory will be able to obtain relevant information for planning and realistic monitoring of its development; • Public officials and socio-economic actors will have a fixed idea of the needs and opportunities of the territory and information is shared by all stakeholders; • Carriers set together the sequential order of development priorities. 	<ul style="list-style-type: none"> • Integrating the point of view of all interest groups, including men and women; • A change of mentality in the relations existing between the technicians and the territory; • The identification and enhancement of local knowledge, especially in terms of development and knowledge management; • Better communication between the different actors of the same geographical area; • Sustainable integrated planning at different scales of the territory: groupings of houses, communal section, municipality, aggregation of municipalities, etc.; • Better understanding of the links between the different sectors (social sectors, economic sectors, political sector and integrating sectoral priorities with local priorities) and their environments; • Better implementation of representative and democratic organizational structures capable of promoting community ownership of the territory; • Instrument for monitoring the activities leading to the management of the development of the zone, which contributes to social appeasement

The Participatory Approach is therefore a methodological whole that aims at the self-promotion of interest groups based on the permanent dialogue between populations and technical agents, mutual respect, the principle of partnership, and the recognition of local know-how.

For the application of the approach, several techniques can be adopted. In addition to “traditional” methods, such as SWOT³⁷, more targeted techniques can be designed, such as³⁸:

- The **GRAAP method (research and support group for peasant self-promotion)**, which relies on the development of animation techniques and visual simulation: through its pedagogical approach and the philosophy of its approach, it facilitates the expression and understanding of all participants during a situation analysis;
- **MARP (Accelerated Participatory Research Method)**, which is an intensive, iterative and fast learning process. It allows communities to more easily address their knowledge of the

field in all its aspects. The variety of tools combined makes it possible to emphasize the valorization of knowledge, local know-how and its combination with the expertise of scientists who are field agents. In addition, it creates a permanent dialogue between the communities and the field agents, it establishes a climate of confidence on the medium-long term which facilitates the partnerships.

In summary, the participatory approach involves many steps, starting with the necessary sensitization of stakeholders, public as well as private one, and the civil society. The following steps are based on the management of the above-mentioned project cycle (diagnostic, data collection, pooling, validation).

Finally, about the role of public actors, the participatory approach is configured as a form of training and learning in areas where they lack experience or knowledge. It is therefore all the more to be valued.

Box 9 - The Capacity Building Program for Local Development Actors / Model Communes (CAPDEL) in Algeria

The United Nations Development Program (UNDP) initiative in Algeria CAPDEL is focusing on the importance of the territorial approach to local development and citizen democratic participation in administrative decision-making.

In Algeria, a country formally regionalized but substantially centralized, the municipality is the basic community of the state and is the basis of decentralization and the place of participation of citizens in the management of public affairs. There are 48 provinces (wilayas) and 1,541 communes in Algeria.

UNDP recognizes that local governance faces major challenges in the face of two main missions: providing quality public service and achieving local development on its own. Recently, in 2016, the Ministry of Interior and Local Government launched major reforms aimed mainly at improving the quality and efficiency of local services, the governance of local communities and listening to citizens and building an administration. modernized public (e-government).

CAPDEL is part of this framework, aimed at “promoting citizen participation in the planning and implementation of municipal public and administrative services policies, the management of major risks, and local economic development, with a view to promoting communal, transparent, and responsive to the needs and expectations of citizens, especially young people and women” (UNDP, 2016).

The 4-year project, involving 10 municipalities, focuses on four areas and promotes the capacity building of non-governmental organizations, local authorities and ministries responsible for territorial administrative procedures and local actors in prevention and control. natural risk management.

The importance of the initiative is mainly found in the possibility of generating positive spin-offs on the socio-economic fabric of the territory thanks to the participatory approach, the consolidation of the social contract and the reduction of disparities between municipalities.

Learn more:

<http://www.dz.undp.org/content/dam/algeria/docs/gouvernance/capdel/D%C3%A9pliantCapdelF.pdf>

37 Strengths, weakness, opportunities, menaces

38 The proposed techniques are based on the results of USAID's "LOKAL" initiative in Haiti

3.3.1 – Knowledge management: the example of the Italian region of Tuscany

Promoting the integration of the quadruple helix (see above) involves a management effort and knowledge flow available to LRAs. The information society we live in requires the ability to streamline and manage data and knowledge to enable better decision-making.

This postulate is applicable to public administrations as well as private, or to the academic world, research and civil society. Recent developments in international cooperation promote knowledge management as an essential step for the success of initiatives and their sustainability.

Knowledge management, which we can define as “a multidisciplinary strategic approach aimed at achieving the objective set by the optimal exploitation of knowledge” (Laurent, 2005)³⁹, is therefore necessary in any context and also allows strengthening of the territorial partnership principles illustrated above (see page 29).

In the experience of the Italian region of Tuscany, which has long been involved in **decentralized development cooperation and in promoting the localization of the SDGs**, a special attention is devoted to the theme of organization and management local of services that also goes through a better management and use of knowledge and lessons learned. In this sense, an example of success is represented by the “**Get Answer – Greening Economy Through the Adoption of New Solutions in the Waste and Energy Recovery Sectors**” initiative, aimed at improving

the integrated management of urban waste in South Africa. Beyond the technical aspects of the project, Get Answer has been able to support the democratic participation and the role of the LRAs based on the experience of the NETSAFRICA platform, as well as to promote the interaction with the cooperatives and the local civil society to a double benefit: (i) a major progressive acceptance of administrative decisions, and (ii) an increased and more effective sharing of good practices, in favor of an integrated management system that promotes activation of the quadruple helix.⁴⁰

The promotion of good knowledge management was also the subject of a PLATFORMA seminar organized by the same regional administration in December 2017 and dedicated to building the capacity of LRAs for better management focused on development results.

At the end of the seminar, there was an emphasis on the importance of knowledge management strategies, particularly in the framework of a partnership project, in line with the terms of SDG17 and integrated territorial development.

The importance of the development of the sharing and communication platform was mentioned on several occasions, in particular in order to reinforce the image of international cooperation in an unfavorable global context and of difficulty to have spaces for democratic dialogue (i.e., to develop a new “narrative of international cooperation”).



39 Laurent, JM. (2005), KM: Knowledge Management - The three dimensions of a project, OCSIMA

40 For more information: Regione Toscana (2017), Localization of the SDGs: Experiences and Lessons Learned from Tuscany (20-23)

Box 10 – Knowledge Management Platforms

Normally, knowledge management tools vary according to the objectives and actors involved. Today, thanks to information and communication technologies (ICT), most platforms integrate all the elements of knowledge to manage, share and enhance, from data management to email exchanges, from storytelling to sharing of information and lessons learned.

The platforms are normally flexible and adaptable to the different contexts and the objectives of the organizations using them. A non-exhaustive list of the main tools currently in use is available here.

Among the success stories of knowledge management platforms in the Mediterranean context, we find:

1. The European MSP Platform, the European Platform for Maritime Spatial Planning, inspired by the principles of Integrated Coastal Zone Management and EU Directive 2014/89/EU for the development of multidimensional maritime spatial plans from the EU Member States.

2. The Virtual Knowledge Centre (VKC) of the Union for the Mediterranean, a group formed by a virtual community on the blue economy aiming to share information and good practices on blue growth. The VKC is defined as a “meeting point for the consolidation and sharing of general, technical and sectoral information related to marine and maritime affairs in the Mediterranean region.” As indicated on the VKC’s official website, “[it] is an Internet portal aimed at proposing a coherent and systemic framework aimed at improving maritime governance in the Mediterranean region through the promotion and implementation of implementation of:

- a more strategic, integrated and coordinated approach to policies and actions affecting the sea;
- cooperation and synergies between systems on the one hand, and between sectors and borders on the other, at the regional, sub-regional and national levels;
- a common and coherent framework, taking into account the regional specificities of the Mediterranean, to improve the exchange and dissemination of knowledge, networking and capacity building.”



Knowledge management strategies are indeed fundamental for development initiatives, especially in the southern part of the world where administrative and technical skills are still too weak, also due to legal and political constraints and lack of public support.⁴¹

However, knowledge management strategies are not sufficient to ensure the participation, dedication and sharing of good practices: personal interaction and training of human resources (see above) remain crucial for a better dissemination of values, principles, approaches, initiatives, results and processes of change towards sustainability and ownership.

For this, the participation of the civil society remains an essential asset for the success of cooperation initiatives: the engagement of individuals in a framework of progressive and continuous learning where tacit knowledge (i.e. attitudes + experiences + environment) can emerge. The Knowledge Management Framework is proposed on the next page.⁴²

⁴¹ See <https://issuu.com/francesca.cocchi89/docs/agenda>

⁴² Adapted by Barmisse, G. (2004), Guide to the tools of the knowledge management: Panorama, choice and implementation, Vuibert

TO

FROM	I M P L I E D	IMPLIED KNOWLEDGE		EXPRESS KNOWLEDGE	
		Socialization		Outsourcing	
		Location of skills	Localization tools for individuals Directory of skills	Convey	Email
		Imitation	Replication of good practices	Spread	Websites Social networks Mailing lists
		Induction	Stimulation of imitation, (re) generation of good practices	Ask	Forum
		Association	Collaboration	Chat room/ Forum	Discussions relayed by Internet (chat)
		Trial and errors	Specific tools	Unsupervised learning	Specific Tools
		Repetition		Reinforcement learning	
		Immersion		Modelling language	Unified model language

FROM	E X P L I C I T E	Socialisation		Externalisation	
		Explanations	Online training	Classification	Taxonomy Categorization Thesaurus Glossary
		Heuristic Map	Classification scheme Conceptual diagram	Modelization	Semantic Network Knowledge Acquisition and Documentation Structuring
		Information Mapping	Semantic mapping	Collection	Text/data mining Dynamic mapping
		Modeling language	Unified modelling language	Sharing	Software Agent Databases / Knowledge ERP - GED

3.4 – Conclusions

The previous paragraphs illustrated the main elements of ITD programming in the context of LRAs, emphasizing the relevance of results-oriented planning and management (development) and the training of human resources and knowledge management. This, to enable a more open, fair, and transparent approach to public administration and territorial development strategies.

Now, based on the principles learned in this chapter, we will go on to present concrete and immediately applicable management-oriented paths leading to ITD. Practical examples are also provided to draw useful lessons for LRAs.



4 PATHS FOR INTEGRATED TERRITORIAL DEVELOPMENT AT REGIONAL AND/OR LOCAL LEVEL

The last chapter of the Manual proposes ways to improve the capacity of Mediterranean LRA decision-makers to prepare ITD strategies that are, as indicated in the introduction, flexible and adaptable to the specificities of territorial contexts and taking into account the different references to the methodologies previously outlined.

The following diagram, therefore, revolves around the indications and approaches advocated in previous chapters, proposing a series of questions (checklist) that LRAs should consider when preparing ITD strategies, and the research/development of practical tools to use to meet the corresponding challenges.

4.1 - Decentralization and the effectiveness of a regional/local government: Establishing and validating a consistent and transparent legislative and administrative framework for the benefit of the territory and its holders

Checklist	Tools
Is regional / local legislation and its administrative implementation transparent , accessible, clear to stakeholders, stable (predictable) and coherent with national and supranational frameworks?	Consultation with interested stakeholders to understand the degree of understanding and acceptance of local/regional legislation and regulations. Recommended process : 1. Establish clear and simple consultation procedures (e.g. organization of focus groups, online consultations, exchanges with interest groups of civil society, etc.) to enable effective information exchange; 2. Ensure the inclusion of all interested stakeholders from the beginning of the ITD strategic process, without any discrimination and taking into account the different potential contributions depending on membership (private sector, SSE, international organizations, etc.);
Is the ITD legislation enforced because of the principles of no administrative overload , rationality and medium / long term perspective ? What is the administrative burden that falls on the economic and social actors of the territory (companies, NGOs, associations, individuals, etc.)?	
What mechanisms are in place to ensure compliance with the principles of transparency and non-discrimination?	

Box 11 - The Interest Bearer Matrix

Matrix of Interest Bearers – Example			
Bearer consulted	Degree of assignment by legislation / regulation under examination	Ability to influence / participate in the process	Willingness to address the topic
Private companies	High Average Low	Elevé Moyen Faible	High Average Low
ONG	High Average Low	High Average Low	High Average Low
Universities, research centres and others	High Average Low	High Average Low	High Average Low

4.2 - Environmental and socio-economic sustainability: attention to climate, environment, marginalized and vulnerable groups, social equity issues

Checklist	Tools
Does the LRA establish and promote a legislative and administrative framework in line with international approaches to sustainable development and respect for human rights ?	Respecting the principles of sustainability requires the adoption of the techniques of responsible administrative conduct . ⁴³ 1. ITD's strategy must contribute to economic, environmental and social progress in order to achieve sustainable development; 2. The ITD strategy should avoid or limit actions that can have negative effects on the desired sustainable development model.
Does the LRA facilitate the circulation of good practices , even external ones, among interested porters to allow a better understanding of the approaches?	To achieve this, an ALR should preferably: 1. Regulate the reference administrative framework inspired by the principles of sustainable development (see Chapter 2 of the Manual) and the approach based on respect for human rights; 2. Facilitate the understanding of the principles by private actors and civil society involved in the process in a transparent and equitable framework; 6. 3. Cooperate with interested bearers without any discrimination; 4. By lead by example by promoting replicable good practices (standards, territorial tools of the SDGs etc.)
Does the LRA provide a benefit or facilitation system for carriers who follow the principles of sustainable development in their activities?	
Does the LRA have a communication strategy for civil society engagement in approaches to sustainable and humane development? Do periodic consultations take place?	

⁴³ Personal development based on the principles of the "European Code of Good Administrative Behaviour" (European Ombudsman, 2001) and the "Policy Framework for Investments - Responsible Business Conduct" (OECD, 2015)

4.3 - Project cycle management in LRAs

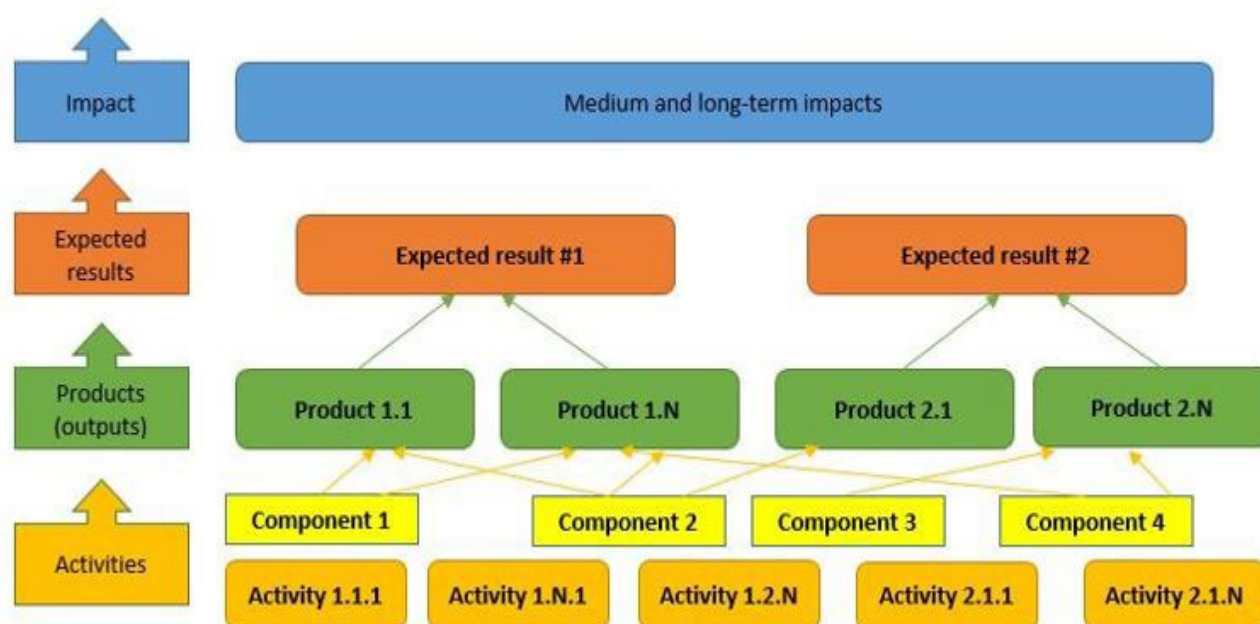
Checklist	Tools
Is public planning inspired by the principles of RBM and/or MfDR ?	1. Synthetic schemes explained in chapter 3 on RBM and MFDR 2. Synthetic Use of the traditional logical framework scheme (cf. Box 6) ⁴⁴
Is budgetary resource planning based on the principles of RBM and/or MfDR?	
Is the monitoring and evaluation of the results of management of public strategies managed by external and independent actors?	To refine internal monitoring by ensuring a participatory and open approach that allows decision-makers and public officials to benefit from exchanges with external actors and with civil society (participatory evaluation) to support: 1. The synergy of public-private and citizens; 2. The improvement of multi-stakeholder governance; 3. Mastering new tools for monitoring, evaluation and planning.
Are the results of the evaluation of public policy management results shared with the decision-makers and officials involved to enable better future planning?	

Box 12 - The logical Framework

	Results string	Indicators	Baselines	Current values	Target (and verification)	Hypotheses
Main objective	Broader and long-term change, which will result from the project and several interventions by other partners	Measure the long-term change to which the project contributes	Starting point or current value of the indicators	Value of the indicator on the date indicated	Target value for indicators	
Specific objective and expected results	Direct effects of the project that will be achieved in the medium term and that tend to favour changes in behaviour resulting from the project	Measure the evolution of the factors determining the result (s)				
Outputs	Direct and / or tangible outputs from the project	High Average Low				

Box 13 - The Logical Framework

NB : The intervention logic makes it possible to build up the Logical Framework



Checklist for analysing intervention logic and logical framework

Does the intervention logic come from [official programming documents](#) of your administration? Does my logical framework fit into this logic?

Does the proposed initiative respond to [recognised needs and issues](#) identified in the programming document?

Is the [expected change](#) clear, understandable for everyone and achievable? Are there any errors or weaknesses in the logic of the expected change? ?

Are the [levels of the results chain](#) presented in the logical framework well presented and interlinked?

Are the items [I have in charge](#) (outputs and inputs) really under my control? Have I looked at [external factors and assumptions](#)?

Are the activities able to reach the expected products? Is there a [logic, a causal relationship](#), between the different parts of the framework?

Checklist for indicators	Questions	Yes/No
Relevant/Specific	Do the indicators refer directly to the expected objective? Do the indicators demonstrate that the action has produced results and (if any) impacts?	
Measurable	Can the indicators be measured, observed, analysed, proven?	
Attainable	Are the indicators realistic? Are there any references to know if the expected goal is achievable?	
Simple / Clear	Are the indicators simple to understand also by non-experts?	
Convenient	Is it easy to collect measurement data? Is it possible to easily supervise data collection and analysis? Are the collection and analysis costs reasonable?	
Time	Is the measurement schedule precisely defined?	
Transparency	Has the measurement methodology been defined impartially and transparently? Would it be possible to conduct an independent external evaluation?	
Utility	Will the data that will be collected be used for decision making and internal learning?	
Adequacy	Do all the carriers involved in the action agree on the relevance and usefulness of the indicators adopted?	

4.4 - The training of LRAs' human resources

Checklist	Tools
Do interested public officials have the necessary planning and implementation skills for public policies?	<p>Train public officers according to Kingdon's three factor model (1984).⁴⁵</p> <ol style="list-style-type: none"> 1. Develop diagnostic capabilities (identification and understanding of problems); 2. Develop planning capabilities for solutions (ability to offer multiple solutions to a single problem and through different accessible tools); 3. Developing timing skills (knowing how to propose the right solution at the right time, according to the terms of reference)
Do interested public officials have the skills to engage interested stakeholders, civil society and citizens and, therefore, necessary and sufficient networking?	<p>Train public officers on the basis of skills:</p> <ol style="list-style-type: none"> 1. Professional (basic communication skills, public relations, marketing, consulting, facilitation, conflict resolution, community development, etc.); 2. Strategic (improve professional skills to better target public action, move from response to proactive action, dynamicity, etc.); 3. Innovative (encourage the innovative spirit of the civil servants for a better capacity of, for example, co-creation of prototypes, data analysis, targeted communication, etc.)
Do the public officials concerned have the necessary skills in the management of public administrative procedures (public procurement, accounting and budget, etc.) necessary and sufficient?	<p>Train public officers according to Kettle's skill model.⁴⁶</p> <ol style="list-style-type: none"> 1. Strengthening the sector experience to understand requests from bearers; 2. Ongoing training to ensure skill development and lifelong learning; 3. Training in negotiation skills; 4. Training in budgetary, financial and accounting skills (including auditing, anti-recycling and results-based management); 5. Capacity building for managing complex situations and in the presence of multiple actors (multi-level governance).

⁴⁵ John Kingdon (1984) states that public policy skills (and decision-making) are the result of a non-linear cycle, but rather an alignment between issues, available solutions, and timing.

⁴⁶ (Adaptation) Kettle, D. (2010), "Governance, contract management and public management", in Osborne, S.P. "The new Public Governance? Emerging perspectives on the theory and practice of public governance ", Routledge, London

4.5 - Conclusions

The preceding chapters have progressively illustrated the elements and aspects to be taken into consideration when approaching inspired planning in Integrated Territorial Development.

First of all, we defined the reference framework, in order to introduce the principles underlying the ITD within the limits of the territorial, geographic and administrative context of reference. On this basis, and relying on the CPMR-IMC definition of ITD, we have affirmed that the concept of ITD broadly encompasses all aspects related to the engagement of local and regional carriers in decision-making processes as part of a bottom-up approach leading to:

1. the definition of investment priorities taking into account the economic, social, cultural and physical assets of the territory (s) concerned;
2. the enhancement of synergies and complementarities through pre-established collaborative models that reflect on existing or potential relationships between (public) policies and their degree of integration;
3. the regulation of public investments based on economies;
4. the promotion of social cohesion, citizen participation, the awareness of the bearers on the issues that concern them, transparency and accountability;
5. the strengthening of local and regional identity;
6. the strengthening of the capacity to consider cross-cutting issues in the context of multisectoral approaches.

From there, we went on to list the three key elements of the ITD, namely:

1. the real decentralization of decision-making powers at the local level and multilevel governance;
2. environmental and socio-economic sustainability;
3. the analysis and respect for sustainability as a cross-cutting issue: attention to climate, environment, marginalized and vulnerable groups (women, youth, people with disabilities, etc.).

Starting from the analysis of these factors, we then focused on two fundamental aspects of the practical application of the ITD approach: (i) the needs analysis oriented to the ITD and (ii) the participatory approach. Chapter 3 presents theoretical elements combined with practical tools that can be applied in the context of Mediterranean LRAs, including RBM, MfDR, human resources training and knowledge management.

Finally, Chapter 4, deepens further the practical aspects and tools available to LRAs by presenting paths to apply the principles learned in the preceding chapters, to enable Mediterranean LRAs to transform theory into good practices replicable for ITD.

Lastly, in the Appendices that follow, other or practical ones are made available to the reader: (i) a glossary of the main terms and definitions used in the Manual, (ii) examples of successful application of ITD principles and tools above, and (iii) exercises to practice the ITD approach.



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APPENDIX I – GLOSSARY

(Co-) Ownership (of a project / initiative): In the current practice of project cycle management, (co) ownership of a project is defined as the exercise of control and management of an initiative in all its phases (from idea to realization), products (inputs and outputs or outputs) and generated knowledge, as a precondition for commitment, skills development and real change.

Capacity building/development: process of strengthening individual and / or collective (organizations, companies) skills to enable efficient use of resources to achieve sustainable development goals.

Intercultural Cooperation: A cooperation methodology that aims to strengthen the relationship between cultures and sustainability by involving communities at the territorial level.

Southern Mediterranean (EU South Neighborhood): A geographical area that includes non-European Mediterranean countries participating in the European Neighborhood Policy (ENP), both from the southern and eastern shores of the basin (i.e., from west to west). is: Morocco, Algeria, Tunisia, Libya, Egypt, Jordan, Israel, Palestine, Lebanon and Syria).

Decentralization: This is a multidimensional concept that lends itself to several definitions. As part of this work, decentralization refers to the reorganization of public authority in order to foster a system of co-responsibility between institutions at central, regional and local level on the basis of the principle of subsidiarity, in order to increase overall quality and effectiveness of governance, while increasing the capacity and authority of sub-national levels (decentralization process).

Decentralized cooperation: a model of cooperation based on the interaction between two or more Local and / or Regional Authorities of different partner countries.

Delegated cooperation (in European terminology): management strategy that allows the European Commission to delegate funds to a Member State for the execution of cooperation programs and projects.

Democracy/participatory decision-making process: A collective decision-making process that combines elements of direct and participatory democracy.

Development/Sustainable Growth: Set of principles for ensuring human development and the sustainable capacity of ecosystems to renew themselves and provide the natural resources and services needed for the survival of the economy and society.

Integrated Territorial Development (ITD): According to the CPMR-IMC, this is a development model that aims to be based on sustainability, the real decentralization of powers at territorial level, democratic and participative multi-level governance, and effective integration of policies/measures having direct impacts on territories and citizens, particularly with respect to (i) climate, environment and energy; (ii) the promotion of socio-economic development and territorial planning; (iii) migration management. The concept includes all aspects related to engaging local and regional actors in decision-making processes in a bottom-up approach.

Integrated Coastal Zone Management (ICZM): This is a coastal management model that uses an integrated approach that addresses all aspects of the coastal zone concerned (geographical, natural, human, social, political, etc.) to achieve the sustainability of the management model. The European Commission defines ICZM as a dynamic, multidisciplinary and interactive process to promote sustainable management of coastal areas by covering all phases of programming (information gathering, planning, decision-making, management, monitoring and evaluation of implementation). ICZM uses the informed participation and cooperation of all stakeholders to assess the overall objectives of a given area/region, and to put in place actions aimed at achieving results and finding a balance in the long term. between environmental, economic, social, cultural and recreational aspects, within the limits provided by natural dynamics "Integrated" refers to the integration of objectives and other tools needed to complete these results, and includes the integration of all political, sectoral (thematic), administrative and natural (land and sea) of the territory concerned.

Multilevel governance: Governance condition in which the public authorities in charge of the management of a certain file belong to several levels of authority and political competence, and in which budgetary resources are distributed according to the said distribution of powers and competences.

European Neighborhood Policy (ENP): This is the European policy that governs the European Union's relations with 16 neighboring countries from the east and south. The ENP is funded through the European Neighborhood Instrument (ENI)

Intercultural Cooperation: A cooperation methodology that aims to strengthen the relationship between cultures and sustainability by involving communities at the territorial level.

Learning Approach, Evaluation and Planning: A model to support the partnership approach to change and improve community life. The approach is based on five main factors: (i) needs-based planning; (ii) product focus; (iii) capacity building and development assets; (iv) partnership and participation of interest holders; (v) learning the experience.

Local and Regional Authorities (LRA): Entities of public government elected, either directly or indirectly, at the sub-state level and having, within the limits of a certain territory and according to legislative provisions, a degree of autonomy from the government central and a set of skills sufficient to provide public services. The definition can represent many multi-level communities (municipalities, communities, districts, cantons, provinces, governorates, regions, etc.).

Marine Spatial Planning (SHP): As defined by the **European Commission (DG MARE)**, the SHP allows for "planning where and when human activities take place at sea, to ensure as much as possible their effectiveness and sustainability. Maritime spatial planning involves all concerned in a transparent way in the planning of maritime activities."

Needs Analysis: A systematic process to determine and address needs in terms of comparison between existing conditions and those desired. The divergence between desired and existing conditions must be adequately measured in order to identify needs, defined as the desire to improve current performance or correct a deficit situation.

Logical Framework Analysis: Methodology for planning, monitoring and evaluation of international development projects mainly used in project cycle management. Logical framework analysis defines an analytical process and set of tools used in an iterative process in support of structured and systematic analysis of a project or program proposal.

Participation of interest bearers: The process through which an organization involves in decision-making actors who may be interested / affected by the implementation of decisions.

Public Policy Planning: Goal setting process, development strategies, implementation tools and resource allocation to achieve expected / expected results.

Public Service: Service provided, either directly or by funding external services, by a government or public institution (national, local or regional).

Public-Private Partnership (PPP): Although a consolidated definition of PPP does not seem to exist, we can agree in this paper that PPPs are long-term agreements between a private actor and an entity. government for the provision of services / products, where the private side takes on significant management responsibilities and remuneration is linked to performance.

Subsidiarity: the principle that a central authority can only perform tasks that cannot be performed at the lower level.



APPENDIX II – EXAMPLES OF GOOD APPLICATION OF THE PRINCIPLES OF INTEGRATED TERRITORIAL DEVELOPMENT

The following examples provide real-life examples from experiences in the Mediterranean and elsewhere that represent positive and potentially replicable ITD approaches to planning (cooperative) initiatives and projects.

The examples were chosen for their ability to respond to the need for application of the principles and tools illustrated in the Manual text. The geographical proximity to the region interested in this work, the Mediterranean, has been a factor of preference in the choice, even if marginal.

The list has of course no hint of completeness, but still represents a sample of experiences of interest to the reader and a replicability potential in the Mediterranean.

A. Environmental sustainability

Project / Initiative	CO-EVOLVE
Geographic context	North Shore of the Mediterranean (European Program Interreg MED 2014-2020)
Duration and financing	Three (3) years (in progress) 3M Euros
Synthetic description	CO-EVOLVE, a European project co-financed under the Interreg MED Program, supports the co-evolution of human activities and natural systems in coastal tourist areas, in order to allow the sustainable development of tourism activities on the basis of the principle of Integrated Coastal Zone Management and Maritime Spatial Planning (SMP). As a transnational cooperation project, CO-EVOLVE relies on a conglomerate of 12 partners and 6 partners from the northern Mediterranean. The project aims to define and quantify the measurement of sustainable tourism in the Mediterranean, and develop action plans based on ICZM/MSP for the development of sustainable tourism in the pilot areas of the project and ensure a transfer of results. at the Mediterranean level.
Relevance ITD	The project links one of the main economic activities of the Mediterranean basin, tourism, and the need for integrated coastal zone management and maritime spatial planning. As part of the Bologna Charter, the project supports and promotes sustainable tourism through replicable pilot actions at the basin scale.
Learn more	https://co-evolve.interreg-med.eu

Project / Initiative	MITOMED+
Geographic context	North Shore of the Mediterranean (European Program Interreg MED 2014-2020)
Duration and financing	Three (3) years (in progress) 2,65M Euros
Synthetic description	<p>MITOMED+ (Models of Integrated Tourism in the Mediterranean) is an initiative funded under the European program Interreg Med cross-border cooperation which aims to balance the requirements of tourism exploitation of coastal areas of the basin with the application of principles of sustainable growth.</p> <p>Among the activities carried out, the project has put forward a “Green Beach” assessment tool, namely a beach model validated on the basis of 65 indicators divided into 8 categories: (i) water quality, (ii) quality of the beach area, (iii) security, (iv) information, (v) sustainability, (vi) (infra) green structures, (vii) accessibility and (viii) management.</p>
Relevance ITD	The evaluation of the “Green Beach” is based on a multidisciplinary tool that takes into account many indicators not only on the environmental side, but also on social, economic and administrative aspects. The tool is therefore in line with the holistic approach advanced by the ITD.
Learn more	https://mitomed-plus.interreg-med.eu

Project / Initiative	S&T MED
Geographic context	Mediterranean Basin (ENPI CBC Med Program 2007-2013)
Duration and financing	Three (3) years (completed) 5M Euros
Synthetic description	<p>S & T MED is a strategic project co-financed by the European Union through the ENPI CBC Mediterranean Sea Basin Program 2007-2013 and carried out in Italy (Sardinia), Tunisia (Mahdia) and Jordan (Aqaba). The initiative promotes sustainable development and coastal tourism management through:</p> <p>A. The application of private and public joint management regimes for the enhancement and promotion of natural and cultural assets, also based on scientific and statistical analyses of ecological patterns and tourist trends;</p> <p>B. The creation of a Mediterranean network of coastal destinations that will provide greater visibility and attraction to destinations.</p> <p>As stated in the project document, “The Project Strategy is based on the recognition of the crucial role played by cultural and biological diversity in attracting Mediterranean coastal destinations and their economic development. It therefore recognizes the need to manage this enormous heritage in a sustainable way, respecting local social and cultural values as well as environmental ecosystems and associated services.”</p>

Relevance ITD	<p>The project was based on the ecosystem approach to sustainable development, relying mainly on the active participation of local authorities, particularly in the definition of tourism strategies based on the Destination Management Organization (DMO) proposed by the World Tourism Organization. In detail, it is a tourism management strategy that is based on the coordinated management of all the elements that make up a destination (attractions, access, marketing, human resources, image and pricing). In particular, in the case of Tunisia, the municipality of Mahdia played a role of prime importance as a partner of the initiative.</p> <p>In addition to focusing on the DMO approach, the municipality has launched a series of consultations with landowners (organization of tourism operators, local fishermen's associations, citizen associations, etc.) in order to design a development plan. action respectful of the needs of the citizen base, thus ensuring the (co-) appropriation of the results and the sustainability of the initiative.</p> <p>In particular, the citizen consultations led to the decision on the intervention sites (Fishermen's Houses and the Fish Market) chosen according to their capacity to integrate the local specificities based on the maritime economy, the recovery of sites of importance for the municipal context and the promotion of a form of sustainable tourism that takes into consideration the assets of the territory.</p>
En savoir plus	http://stmedproject.eu/fr

Project / Initiative	CESBA MED, Villes Durables en Med (Sustainable Med cities)
Geographic context	R North Shore of the Mediterranean (European Interreg Med Program 2014-2020)
Duration and financing	Three (3) years (in progress) 3.1 M €
Synthetic description	<p>The CESBA Med project intends to test 10 of the best energy retrofit methodologies and to define a common framework for assessing the sustainability of urban areas at the neighborhood level.</p> <p>The main objective of the project is to strengthen the capacities of public administrations in the optimization of energy renovation strategies of buildings through a transnational CESBA MED methodology and a set of tools able to optimize planning. energy and sustainability.</p>

Relevance ITD	<p>Three (3) years (in progress) and €3.1m. The importance of CESBA Med is mainly reflected in the project's capacity to provide an urban sustainability assessment model that can be easily used by the public authorities concerned.</p> <p>This model can become a key tool for monitoring the implementation and effectiveness of DTI policies in Mediterranean countries.</p> <p>The more innovative aspects of CESBA MED are found mainly in the links established between strategies and initiatives of energy renewal of public buildings with urban territorial planning.</p>
Learn more	https://cesba-med.interreg-med.eu/

Project / Initiative	Aqaba Ecotourism
geographic context	Aqaba, Jordanie
Duration and financing	Development plan developed in 2014 (valid)
Synthetic description	<p>The "Aqaba Ecotourism" initiative aims to mainstream the theme of marine biodiversity conservation in the coastal area of Aqaba, Jordan, as part of the project for the Aqaba Special Economic Zone.</p> <p>The objective of the initiative is to facilitate the consideration of marine biodiversity in favor of sensitized and sustainable tourism. The strategy revolves around four pillars: (i) development and improvement of coastal and marine biodiversity management systems, (ii) promotion of conscious investments, (iii) capacity building for integrated coastal zone management, and (iv) conservation and protection of marine and coastal biodiversity.</p>
Relevance ITD	<p>The initiative stems from an understanding of the importance of defense and the valorization of the specific assets of a territory, especially if they are fragile and subject to climate and environmental changes. Although it is not limited to the protection of marine biodiversity, the initiative nevertheless pushes for the transformation of the tourism development model of the region towards sustainability, also involving territorial planning, public and private investments, finance and taxes, etc.</p>
Learn more	http://www.undp.org/content/dam/jordan/docs/Publications/Envi-ro/Aqaba%20ecotourism%20plan%202014.pdf

B. Socio-economic sustainability

Project / Initiative	EDILE
Geographic context	Mediterranean Basin (ENPI CBC Med Program 2007-2013)
Duration and financing	Two (2) years (completed) 1.9M Euros
Synthetic description	EDILE is based on an analysis of the growing flows of public and private investment that the southern Mediterranean countries have benefited from since 2000 and, unfortunately, local economic benefits have remained limited, with negative impacts sometimes underestimated. and underdeveloped project evaluation procedures and tools. To cope with this situation, EDILE worked to (i) strengthen the capacities of local authorities involved in the regulation of investments (training tool); (ii) improve governance processes (evaluation tools).
Relevance ITD	EDILE has worked on two crucial aspects of ITDs: (i) providing public administrations with a public policy evaluation tool that goes beyond traditional evaluation methods and focuses on socio-economic sustainability and the inclusion of measures, through qualitative analysis and training of public (and private) decision-makers on the benefits of the sustainable approach (efficiency gains, cost reduction, quality control, employee commitment, international recognition by through an EDILE label, etc.).
Learn more	http://www.edile-initiative.org/fr

Project / Initiative	MED Solidaire: strengthening the Social and Solidarity Economy, democratic practices and local development in Tunisia
Geographic context	Tunisia (NEXUS-UGTT project supported by the Italian region of Emilia-Romagna)
Duration and financing	Five (5) years (in progress) Financial data unavailable
Synthetic description	MED Solidaire is a decentralized cooperation initiative that aims to consolidate participatory dynamics in the field of SSE and the strengthening of women as a mobilizing element for sustainable local development and decent employment.
Relevance ITD	By supporting ESS experiences already established and their networking, MED Solidaire acts as a lever on two important aspects of the success of the ITD: timing and networking. Indeed, the ESS in Tunisia is currently experiencing an unprecedented momentum that is important to exploit, especially in network between interested stakeholders and relevant LRAs.
Learn more	jamaity.org/project/med-solidaire-renforcement-economie-sociale-solidaire-pratiques-democratiques-developpement-tunisie

Project / Initiative	Coastal Plan 21 (Plan Littoral 21)
Geographic context	Occitanie, France
Duration and financing	Operation launched in 2017, ongoing 1.08 MM Euros
Synthetic description	<p>The objectives of Plan Littoral 21 are to upgrade the tourism offer, develop economic activities, and preserve the natural wealth of Occitania's coasts, in order to build the maritime future of the region, by reconciling economic dynamism and preservation of the environment.</p> <p>The plan aspires to three main strategic directions:</p> <ol style="list-style-type: none"> 1. Make the coastline a showcase for ecological resilience; 2. Exploit the potential for innovation to boost blue growth; 3. Improve attractiveness, welcoming and living together.
Relevance ITD	<p>In addition to implement a development plan inspired by the principles of integrated coastal zone management, the Coastal Plan 21 presents elements of strong integration with the other assets of the territory of Occitanie, in compliance with global climate and blue growth issues. At the same time, the Plan was developed on the basis of a large-scale participatory process best represented by the establishment of a Sea Parliament (Parlement de la Mer). In addition, the Plan is based on a shared funding structure based on a framework agreement signed in 2017 between Occitanie, the French State and the "Caisse des Dépôts et Consignations."</p>
Learn more	https://www.laregion.fr/Plan-Littoral-21-Mediterranee

C. Results-Based Management/Managing for Development Results

Project / Initiative	SHERPA (Shared Knowledge for Energy Renovation in buildings by Publics Administration)
Geographic context	North Shore of the Mediterranean (European Program Interreg MED 2014-2020)
Duration and financing	<p>Three (3) years (in progress)</p> <p>3.6M Euros</p>
Synthetic description	<p>The SHERPA project aims to develop an energy renovation methodology to be applied to around 200 public buildings in the European regions participating in the initiatives. SHERPA is based on the analysis of the many renewable energy initiatives in public buildings, a necessary analysis as a capitalization tool for already existing good practices, avoiding, as far as possible, duplication and overlapping.</p>

<p>Synthetic description</p>	<p>he analysis is also based on the demand for a major multilevel governance in the field concerned, promoting an integrated and multidisciplinary approach not limited to the technical aspects of renewable energies.</p> <p>In addition, SHERPA proposes a mixed territorial approach, proposing a total of 200 energy rehabilitations of public buildings, of which 100 are chosen on the basis of pre-established technical criteria, and the others selected by the partners in the territories interested by the project. This formulation therefore favors the participatory approach, which also allows for more specific follow-up modalities focused on the specific needs of the territory, as well as a better potential for communication and capitalization of results.</p>
<p>Relevance ITD</p>	<p>The importance of SHERPA is reflected above all in the project's capacity to build its actions on already existing actions, acting as a lever on good practices and lessons learned from the thematic experiences of the past.</p> <p>The approach reinforces the capacity for holistic vision of the problem faced, namely renewable energies in public buildings, and allows a deeper analysis of the other aspects and elements that compose it.</p> <p>SHERPA, therefore, advances a development-based approach to GRD that builds on the existing experiences and knowledge available to the actors involved, thus allowing a more linear and easy application of the developed methodology (relevance of the analysis of the context and needs inspired by the ITD approach).</p>
<p>Learn more</p>	<p>https://sherpa.interreg-med.eu</p>

Project / Initiative	Projet de Gouvernance Locale au Maroc (GLM)
Geographic context	Morocco (Ministry of the Interior, supported by the Canadian International Development Agency)
Duration and financing	Five (5.5) years (completed) CAD \$ 12.4M
Syntethic description	<p>In 2010, the Moroccan Ministry of the Interior, with the support of the Canadian Development Agency, launched the "Local Governance Project in Morocco" (GLM) initiative. The overall goal was to contribute to building local capacity to support inclusive, optimal and sustainable local development in the two regions of Tangier-Tetouan and Taza-Al Hoceima-Taounate and to strengthen Moroccan institutions for eventual generalization. innovative management approaches to local communities. The project anticipated and partly prepared the ground for the constitutional reforms of advanced regionalism of the following years.</p> <p>As part of the GLM initiative, a component was dedicated to RBM applied to public administration, particularly in relation to financial management. The work, in particular, was based on existing legislation to strengthen decentralization at the local level, including Law 17/08 on the amendment of the Communal Charter and Law 45/08 on the organization of the finances of local authorities. local. These two pieces of legislation provided for the introduction of said "Communal Development Plans" (PCD) comprising (i) a diagnosis of the economic, social and cultural potential of the municipality concerned, (ii) the identification of priority needs in consultation with the carriers and (iii) the budgeting of projected expenditures for the first three years of the PCD aligned with the predictions of Law 45/08.</p>
Relevance ITD	As indicated in the final report of the project, the training of local elected representatives and public officials on RBM included the four axes of the strategic document of the Directorate General of Local Authorities (DGCL) of the Ministry of the Interior (ie , an elected strategist, an efficient local administration with strengthened means, an accompanying State and facilitator, and a favourable legal framework). This allowed "to introduce into the PCD approach principles of good management in communication, partnership, participation, change management, and networking. [...] greatly encouraging interactions between the DGCL / provinces / prefectures and municipalities "(p.5-1).

Relevance ITD	RBM, moreover, favoured Participatory Strategic Planning (PSP) in the PCD approach, as "an opportunity to bring the population together around a vision of the future of the commune, to identify priorities and mobilize the internal resources "which means that" [t] he actors have become aware of the added value of participation: the relations of the municipality with the citizens and its relations with the external services have been transformed "(p.IV)
Learn more	Final report of the project

Project / Initiative	Regional Law 24/2017 - Region of Emilia-Romagna, Italy
Geographic Context	Region of Emilia-Romagna, Italy
Duration and financing	Regional law approved on December 21, 2017
Synthetic description	The regional law 24/2017 of the Italian region of Emilia-Romagna introduces innovative elements in urban planning, such as eg. (i) enhancing the attractiveness of the region through strategic urban regeneration, (ii) the "zero balance" in land use; (iii) simplification and structuring of administrative procedures.
Relevance ITD	Beyond administrative and legislative aspects, the regional law foresees strong limitations in the generation of new urban spaces, with emphasis on the regeneration and reuse of the existing. To this end, a clear quantitative objective has been established (by 2050, maximum 3% of new urban expansions), and a support system created (stimulus, administrative simplification, etc.).
Learn more	Text of the Law (in Italian) Presentations (in Italian)

Project / Initiative	Stratégie de Développement du Grand Casablanca 2015-2020
Geographic Context	Grand Casablanca, Maroc
Duration and financing	2015-2020 – 33,6 billion Dirham (296m Euros)
Synthetic description	<p>The Greater Casablanca Development Strategy 2015-2020 (CASA Aménagement) is the outcome of a collective reflection on the growing role of cities in sustainable and inclusive global growth. The Strategy relies on various levers concerning administrative, legislative and government aspects, financing adapted to the issues and innovative territorial marketing.</p> <p>CASA landscaping pivots around four poles: (i) living environment; (ii) platform; (iii) excellence and (iv) animation.</p>
Relevance	The Strategy is based on the principles of RBM, starting with an analysis of the assets and dysfunctions of the city, and then structuring a participatory approach aimed at building a broad consensus around agreed objectives. Each of the above clusters has its own budget and clear and precise objectives derived from a participatory decision-making process.
Learn more	http://www.casa-amenagement.ma



APPENDIX III – EXERCISES AND PRACTICES FOR INTEGRATED TERRITORIAL DEVELOPMENT

Appendix III presents two practical exercises on the ITD approach. The aim is to offer the reader a further formative element that allows him to apply the theoretical concepts learned in the previous chapters and presented in the case studies in Appendix II.

Exercise 1 – The impact of climate change on development policies

General objective: to improve understanding of the link between climate change and development.

Specific objectives: to develop the capacity to identify and understand (i) the potential impacts of climate change on a territorial development strategy and (ii) the potential impacts of climate change strategies.

Instructions:

1. Read the following documentation – i.e. (i) Description of the development strategy and (ii) information relating to the sector's initiatives. Choose the area of development strategy that you want to deepen (10 minutes);
2. Form a working group with those who have chosen the same sector (fishing, agriculture, tourism or environment) to discuss with your colleagues (25 minutes):
 - a. What impact can climate change have on the chosen sector? How can it threaten or promote the attainment of sector objectives and / or the achievement of planned activities?
 - b. What impact can your strategy have on climate change? Do you consider reviewing your strategy? If so, how?
 - c. Are the activities planned by the department, in your opinion, compatible with the environmental, social and economic requirements of the territory?
3. Group spokespersons present the results of the debate (5 minutes)
4. Compare the results presented by the spokespersons: what are the points of contact? And the main differences? Is it possible to develop an integrated territorial strategy that integrates all the sectors involved and considers climate change? (20 minutes)

Documentation:

UTOPIELANDE: Utopielande is a Mediterranean island country formed by seven islands, most of them volcanic and mountainous. The majority of the population, 110,000 out of a total of 150,000, live in the only island of the archipelago where the majority of the country's industrial and tourist activities are concentrated. On the contrary, agriculture and fishing are found mainly in the other five islands.

Utopielande is a middle-income country characterized by severe inequalities in the distribution of wealth. The economic crisis of the beginning of the decade has caused a significant increase in youth unemployment (15-35 years) which now reaches a rate of around 30%, which reaches up to 50 among women. As a result, emigration is on the rise, especially among university-educated youth. The economy is highly concentrated in 3 sectors: tourism, especially in the country's capital characterized by fine sandy beaches but strongly subject to erosion, fishing and subsistence agriculture.

The country's government wants to develop an integrated development strategy for the country that takes into account the characteristics of the three main sectors of the national economy (tourism, fishing, agriculture) and, at the same time, the impact of climate change that is in the process of changing the country.

SOCIAL INCLUSION: Utopielande is characterized by a very unequal unemployment rate: in the less populated and isolated islands, the rate is low (around 5%) because of the preponderance of agricultural and family-based fishing activities. On the main island, on the other hand, the rate is 12%, with a percentage approaching around 25% among young people and women who represent the most marginalized and at-risk social groups. social exclusion, as well as people with disabilities. However, the great individual wealth is concentrated among a small group of Central Island families who concentrate and dominate Utopielande's major industries and tourist attractions.

The Ministry of Labor and Social Inclusion wants to bridge the gap between the most marginalized groups and the middle class, in line with the Sustainable Development Goals. It also wants, and reduce the youth unemployment rate and women in the aligning within 5 years in line with international averages (about 10%).

AGRICULTURE: Utopielande agriculture is almost exclusively subsistence and concentrated in the six volcanic islands where the land is more fertile. Surplus production is sold entirely to the capital. Cultivations are characteristic of the Mediterranean: citrus fruits, tomatoes, dates, etc. Livestock is practically non-existent. The profitability of agriculture is low and export is practically nil mainly because of high transport costs and poor access to international markets. The productive system is sufficiently developed for the needs of the island, but the farmers of the country would not be competitive at all on the global or even regional stage).

The Ministry of Agriculture wants to open access to cultivated land for multinational enterprises to innovate the production system and allow the export of domestic production and processed products. The Ministry also wants to build a logistics center connected to international markets and develop a training model for farmers in the country to promote modern and innovative land management techniques.

TOURISM: Tourism is mainly developed on the main island, characterized by its white beaches, pure waters and typically Mediterranean villages, as well as by a rich vegetation and virgin landscapes. Tourists are mainly families with children who enjoy sunny beaches during the summer. The other islands, while territories of great environmental value, do not have developed tourist infrastructures.

The Ministry of Tourism wants to increase tourist presence by 20% within five years by attracting tourists from Northern Europe and developing new infrastructure in the other islands of the country. Marketing and foreign capital attraction projects are in the development phase.

THE ENVIRONMENT: Utopielande has a typical Mediterranean environment and climate. In recent years average temperatures have gradually increased and rainfall has decreased. The coasts suffer a progressive deterioration of the industrial and tourist activities. Atmospheric phenomena are becoming more extreme and droughts alternate with floods. Freshwater resources are also decreasing.

The Ministry of the Environment wants to limit the use of coastal areas for tourism and industrial activities. Limitations for fisheries and agriculture are also provided for the purpose of maintaining the renewal and sustainability of fish stocks and water resources.

TRANSPORT AND ACCESSIBILITY: Utopielande has a single, small, international airport, and a single international port with connections to neighboring countries. These infrastructures are located on the main island; , as the other islands only have municipal ports for fishermen and the transport of people. In the islands, public public transport is not developed, especially because of geographical and territorial limitations, and the percentage of cars per inhabitant is among the highest in the region. Accessibility to broadband internet services is limited to the main island.

The Ministry of Transport and Infrastructure aims to develop infrastructures for international connections in order to attract international tourists. However, as the budget is limited, no forecast for improving the internal transport infrastructure has been developed.

FISHING: Most fishermen in the archipelago (80%) work independently for local markets. A limited number of fishermen work for large international companies that are allowed to fish along the Utopielande coasts.

Extensive fishing in recent decades has caused a significant reduction in fish stocks, with adverse effects on the incomes of artisanal fishermen and international companies. Unpopular measures to limit inextensive fishing have already been taken, but without visible success.

The objective of the Utopielande Fisheries Ministry is to increase the profitability of the sector through improved infrastructure, better and innovative infrastructures for the development of fish-based products, to provide a tax support to investors, support for internationalization, and capacity building for fishermen to approach the industrial model.

Hints for the resolution of the exercise

What is the right approach to developing an integrated territorial development strategy? What are the main and fundamental elements to consider? See paragraphs 3.3 and 4.2 for useful tips for solving the exercise.

Once the strategy is defined, how can it be transformed into a shared work plan and whose monitoring and evaluation is possible? The contents of paragraphs 3.1 and 4.3 can help you resolve doubts.

Exercise 2 – The economic crisis

The "Internal" Region of the country "XYZ" has suffered a deep economic crisis caused by the closure of the main source of income of the territory, an iron mine. The concession company closed and the unemployment rate rose sharply. The social context is weakened and fragmented and demonstrations of the unemployed and students take place every week.

The government of the region wants to revitalize the economy by presenting a territorial development plan to international financial institutions that can provide the necessary funds to activate the plan.

Separate into three groups (i) citizens, (ii) administrators and (iii) donors.

Using the principles and tools learned in the Manuals, the Administrators Group should illustrate:

1. The steps to follow to develop the plan;
2. The main aspects to be considered in the plan;
3. Short, medium and long-term measures to propose;
4. The plan management system

Once the plan is developed, administrators must decide who to discuss it with first (citizens or donors) and, based on the results of the consultations, present the results of the work.

Hints for the resolution of the exercise

What is the right approach to follow to develop a territorial development oriented strategy integrated into a criticality situation? See paragraphs 3.3 and 4.2 for useful tips for solving the exercise.

Exercise 3 – Orientation to Results

Description and purpose:

Your administration is preparing a new strategic project within the framework of the Regional Development Strategy 2018-2025. In practice, this translates into the writing of a plan oriented to the results of development, according to the indications presented in the Manual.

Instruction:

The participants separate into groups who will receive the same practical case and will have to analyse and comment on the intervention logic proposed by the annexed Action Document.

Participants must:

1. Read the case study and analyse it in a group;
2. Apply the tools learned in the Manual to define a logic oriented towards the results of development (results chain);
3. As a group, develop the intervention plan geared to the results of development (intervention logic);
4. Identify potential weaknesses of the plan;
5. Based on the discussion with the other groups, propose integrations or modifications of the plan.

Each group has 5 minutes of reading, 20 minutes of team work, 10 minutes of presentation.

Hints for the resolution of the exercise

What are the elements to be considered in the definition of a results-oriented action plan / strategy? What are the steps for preparing the plan/strategy? Paragraphs 4.2, 4.3 and 4.4 can get you on the right path.

Exercise 4 - Results indicators oriented towards the Sustainable Development Goals

Description and purpose

The objective of the exercise is to apply the good results indicators to be applied to the intervention logic and oriented towards the SDGs.

Instructions

The participants separate into groups. Each group receives examples of different indicators and must:

1. Analyze the proposed indicators for each component;
2. Among the proposed indicators, choose only one that is considered a good example of an outcome indicator;
3. Write the Indicator Matrix for the selected indicator;
4. Based on the discussion with other groups, propose integrations or modifications of the Matrix.

Tracks for the resolution of the exercise

Doubt about the role, function and characteristics of the indicators? Or on the matrix? Refer to section 3.2 and the following sub-clauses to find all the elements you need.

Case Studies for Exercises 3 and 4

Analysis of the situation of the “Sea Basin” Region

Notwithstanding the strong economic growth recorded over the last five years, the human and socio-economic development indicators of the “Sea Basin” Region are still alarming. In particular, social indicators indicate high levels of poverty, with 36.6% of the population living in poverty: disaggregated data show a particularly high rate in the hinterland and in rural areas, compared with data from urban and coastal areas. The Gini coefficient is 0.6, among the highest in the country.

The regional government has prepared a 2018-2025 development strategy that aims to increase social contributions, especially in peripheral areas of the region. A previous similar initiative for the period 2010-2017 did not lead to the expected results for a lack of programming and monitoring and evaluation capacity which resulted in a misallocation of available resources.

The new plan aims at strengthening regional development processes based on decentralization and participation and aimed at strengthening (i) access to basic public services, (ii) rehabilitation or construction of infrastructure in areas of the developed months, (iii) capacity building of elected officials and local officials to stimulate economic and social development in the poorest communities.

Summary of the Action Plan for the 2018-2025 Development Strategy

Expected long-term impact: Raise the region to an average level of revenues

Expected results:

1. Strengthening public administration capacity to engage in initiatives to improve the socio-economic condition of the portion of the population living in conditions of poverty;
2. Strengthening public-private relations to increase economic, entrepreneurial and employment opportunities in the region.

Products (outputs):

- 1.1 Training public officials and elected officials on public policies for social inclusion;
- 1.2 Drafting of guidelines for localization of the SDGs in the framework of regional policy
- 1.3 Pilot actions for the implementation of 1.1 and 1.2
- 2.1 Analysis of the strengths and weaknesses of the region's economy
- 1.1 Definition of a shared economic development plan
- 1.2 Advocacy of Financial Institutions in the Economic Recovery Process

Activities: trainings, round tables, technical assistance and mobilization of national and international expertise, pilot actions, drafting of working document and legislative proposal, etc.

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CRPM

The Conference of Peripheral Maritime Regions brings together some 160 Regions from 25 States from the European Union and beyond.

Representing about 200 million people, the CPMR campaigns in favour of a more balanced development of the European territory. It operates both as a think tank and as a lobby for Regions.

Through its extensive network of contacts within the EU institutions and national governments the CPMR has, since its creation in 1973, been targeting its action towards ensuring that the needs and interests of its Member Regions are taken into account in policies with a high territorial impact.

It focuses mainly on social, economic and territorial cohesion, maritime policies and blue growth, and accessibility. European governance, energy and climate change, neighbourhood and development also represent important areas of activity for the association.

www.cpmr.org

PLATFORMA

PLATFORMA is the European coalition of local and regional governments – and their associations – active in city-to-city and region-to-region development cooperation.

Since its creation in 2008, PLATFORMA has been representing more than 100,000 local and regional governments. All are key players in international cooperation for sustainable development.

The diversity of PLATFORMA's partners is what makes this network unique. PLATFORMA reflects the diversity of local and regional governments' realities in Europe and across the world.

The aim of PLATFORMA is to facilitate the exchange of knowledge and mutual learning, but also to strengthen the specific role of local and regional governments in development policies.

In 2015, PLATFORMA signed a Framework Partnership Agreement (FPA) with the European Commission. Its signatories commit to take actions based on common values and objectives to tackle global poverty and inequalities, while promoting local democracy and sustainable development.

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