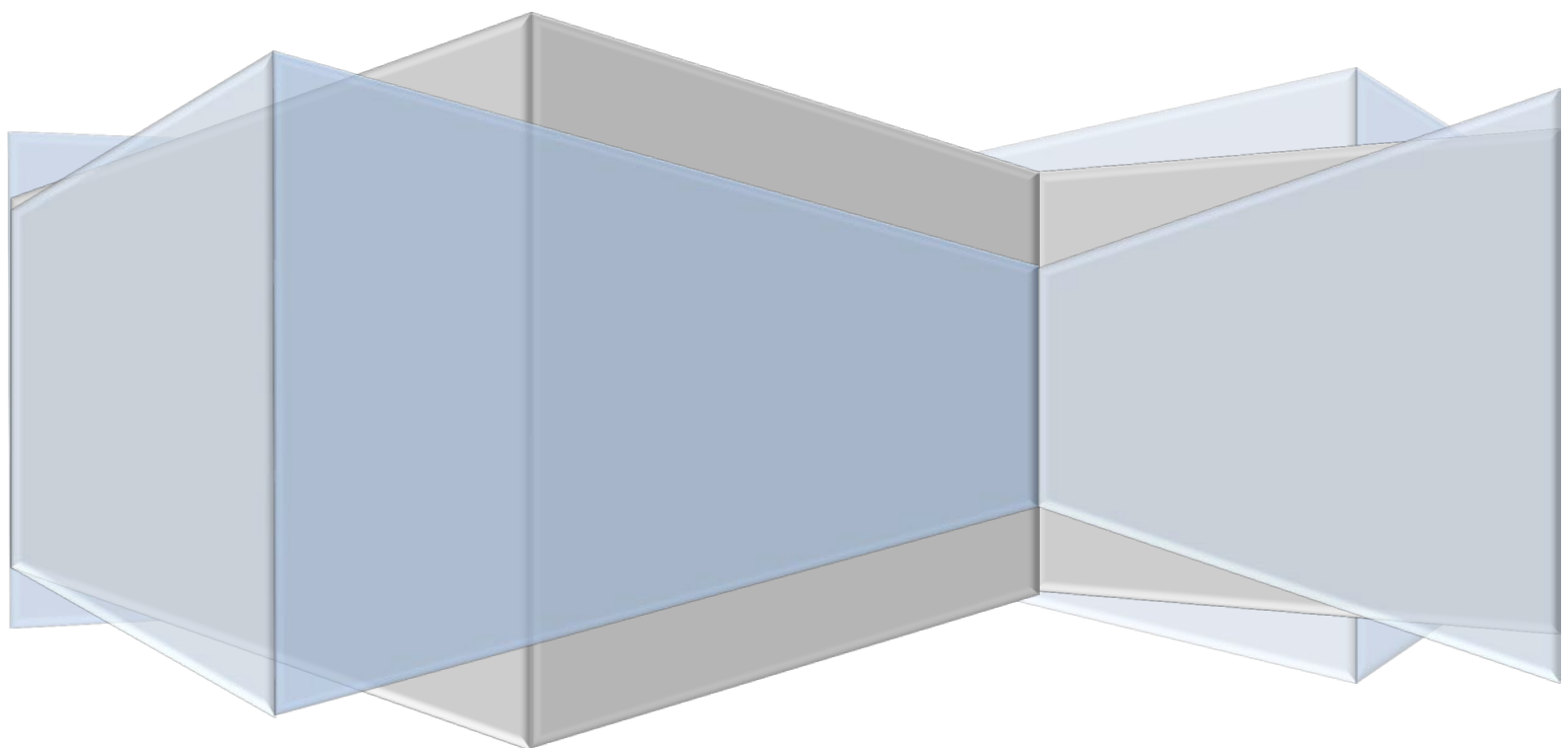


Council of Europe  
Directorate of Internal Oversight

# Report of the Evaluation of the North-South Centre

Final Evaluation Report

April 2015



The present evaluation was requested by the Council of Europe Committee of Ministers.

This evaluation report was prepared by the Council of Europe Directorate of Internal Oversight (DIO) and Quadrant Conseil on the basis of a documentary review and a series of individual or group interviews.

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## Table of Acronyms

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ADYAN	Lebanese foundation for interfaith studies and spiritual solidarity
ADYNE	The African Diaspora Youth Network in Europe
BL	Budget Lisbon
CCM	Cost Centre Manager
CDD	Contrat à Durée Déterminée (Fixed-Term Contract)
CM	Committee of Ministers
CoE	Council of Europe
DEVCO	International Cooperation and Development
DG	Directorate General
DGII	Directorate General of Democracy
DIO	Directorate of Internal Oversight
EU	European Union
GR-EXT	Rapporteurs' Group on External Relations
GT-CNS	Ad Hoc Working Party on the Future of the European Centre for Global Interdependence and Solidarity
HR	Human Resources
JMA	Joint Management Agreement
MCCE	Moroccan Center for Civic Education
MedUni	Mediterranean University on Youth and Global Citizenship
NGO	Non-Governmental Organisation
NSC	North-South Centre of the Council of Europe
ODGP	Office of the Directorate General of Programmes
PACE	Parliamentary Assembly of the Council of Europe

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SEM	Southern and Eastern Mediterranean
SG	Secretary General
SP	South Programme
SPIRAL	Social Progress Indicators and Responsibility of All
TBD	To be determined
VC	Voluntary Contribution

## Executive Summary

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### The North-South Centre

The European Centre for Global Interdependence and Solidarity, commonly called the North-South Centre of the Council of Europe, was created in 1989 and set up in Lisbon as an “Enlarged Partial Agreement” with the purpose of promoting dialogue between North and South, fostering solidarity and raising awareness of global interdependence. In 2013, an ad hoc working party of the Committee of Ministers (GT-CNS) made proposals on the future of the North-South Centre and recommended it to focus on the neighbourhood cooperation policy of the Council of Europe.

### The Evaluation

This evaluation was requested by the Committee of Ministers and conducted under the aegis of the Directorate of Internal Oversight (DIO) with the support of the evaluation consultancy Quadrant Conseil. Its purpose is to assess the degree to which the North-South Centre has implemented the recommendations of the ad hoc working party. The evaluation questions were the following:

1. To what extent has the work of the Centre become more focused with regard to geography, thematic coverage and target groups?
2. To what extent is the Centre acting in closer coordination with relevant Council of Europe bodies and entities and thereby creating more synergies than before?
3. To what extent has the Centre further developed its role as an interface between the Council of Europe and the neighbouring countries in the South?

The findings presented in this report are based on an analysis of documents and interviews with key stakeholders of the Centre.

### Geographic, Thematic and Target Group Focus

The evaluation found that the North-South Centre conducted more activities dedicated to the Southern and Eastern Mediterranean (SEM) region during the 2013-2015 period than before although not all of its activities focused on this region mainly for contractual reasons. As a large part of the Centre’s operations are covered by a Joint Management Agreement (JMA) with the

European Union (EU), the Global Education and Youth Cooperation Programmes have a focus on Europe and Sub-Saharan Africa.

The Centre has continued its activities related to global education and introduced new courses on intercultural dialogue and democratic citizenship to its training programme.

With the exception of the Lisbon Forum and the North-South Prize, which address larger audiences, the Centre's activities did mostly focus on youth and women.

### **Coordination and Cooperation with Headquarters**

Both North-South Centre staff and Headquarters' counterparts made efforts to better coordinate and cooperate. However, synergies have to date not been very significant as a result of the limited scope of resources and activities of the Centre, capacity issues regarding the organisation of high-level events, and in some cases different expectations from both sides about the content and form of cooperation. Such synergies could nevertheless be developed in the future, especially if the Centre can further strengthen its civil society networks in the SEM region.

Due to its experience and positioning in this field, it would be worthwhile to integrate the Centre better into the mainstream work of the Council of Europe on intercultural dialogue.

### **Role as an Interface between Council of Europe and SEM Countries**

The North-South Centre has to date limited financial and human resources that restrict its ability to play a substantial role in the implementation of the Council of Europe's neighbourhood policy. Nevertheless with the Lisbon Forum and its activities supporting the consolidation of democratisation processes and political participation of women and youth, the North-South Centre has facilitated the rapprochement of stakeholders from Council of Europe member states and SEM countries. The Lisbon Forum also offers a neutral space for facilitating dialogue between the different parties of the quadrilogue (representatives of governments, national parliaments, local and regional authorities and civil societies) of a country as well as between different countries of the SEM region.

Thanks to its membership options for non-Council of Europe member states and its location in Lisbon, the Centre offers a platform where the Council of Europe and its neighbouring countries of the SEM region can discuss and work on an equal footing.



## Options for the Future of the North-South Centre

1. On the basis of the discussions held, several scenarios for the future of the North-South Centre can be envisioned: Maintenance of the status quo: continuing to run the Centre in Lisbon and further develop synergies with Headquarters.
2. Strengthening of the North-South Centre through integration into a newly established regional centre for neighbourhood cooperation and intercultural dialogue. This would require additional resources and the transfer of staff from the DGII and ODGP to Lisbon.
3. Transfer of (some) North-South Centre staff and functions to Strasbourg but continued organisation of high-level events in Lisbon. A transfer of the Centre to Strasbourg might legally not be possible since the North-South Centre is statutorily based in Lisbon.
4. Closure of the Centre. This scenario might happen if the Committee of Ministers takes a decision to that effect.

## Introduction

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### PRESENTATION OF THE CENTRE

The European Centre for Global Interdependence and Solidarity, commonly called the North-South Centre of the Council of Europe, was created in November 1989 and set up in Lisbon in May 1990, under the format of an “Enlarged Partial Agreement”, with the purpose of promoting dialogue between North and South, fostering solidarity and raising awareness of global interdependence.

From a statutory point of view, a partial agreement remains an activity of the Organisation in the same way as other programme activities, except that a partial agreement has its own budget and working methods which are determined solely by the members of the Partial Agreement.

The mission of the Centre has been reformulated in 2013. Its main objective is “to contribute to implementation of the Council of Europe's neighbourhood policy. The Centre's multilateral activities contribute to processes of democratic consolidation in member states and in neighbouring regions, mainly through education to democratic citizenship and intercultural dialogue. The focus of many of these activities is on strengthening civil society, in particular with regard to youth and women”.

Management of the North-South Centre is overseen by an Executive Committee<sup>1</sup> that is composed of members representing each of the components of the “quadrilogue”<sup>2</sup>; this is to say representatives of governments, national parliaments, local and regional authorities and civil society. The EU is also a member of the Executive Committee.

Currently, the Centre has 13 members which are member states of the Council of Europe. This is below the threshold of 16 members (one third of the member states of the Council of Europe), which is the minimum required for partial agreements by the Council of Europe statutory rules unless decided otherwise by the Committee of Ministers.<sup>3</sup> In addition to

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<sup>1</sup> *Composition of the Executive committee:* [http://www.coe.int/t/dg4/nscentre/About/ExecutiveCommittee1\\_en.asp](http://www.coe.int/t/dg4/nscentre/About/ExecutiveCommittee1_en.asp)

<sup>2</sup> *The “quadrilogue” is a North-South Centre concept aiming at ensuring good governance of the Centre representative of all the relevant stakeholders. This system helps build bridges between political actors with different approaches, viewpoints and priorities, generating constructive synergies and offering a platform for structured dialogue and exchange of experience and good practice.*

<sup>3</sup> *Article 2 of CM Resolution (96) 36 amended by CM Resolution (2010) 2 states that “Unless otherwise decided by the Committee of Ministers, the minimum membership criterion is fixed at one third of the member states of the Council of Europe. If an existing partial agreement no longer meets the minimum membership criterion decided at its establishment, the Committee of Ministers will decide whether it should continue.*

these 13 member states of the Council of Europe, the North-South Centre also has three members that are observer or non-member states of the Council of Europe. The membership of the Centre fluctuated in the last years.

**Table 1: Current and Former Member States of the North-South Centre**

	Current Members	Former Members
CoE member states	Andorra (since 2013) Azerbaijan (since 2010) Croatia (since 2015) Cyprus (since 1989) Greece (since 1995) Liechtenstein (since 1991) Luxembourg (since 1989) Malta (since 2011) Montenegro (since 2008) Portugal (since 1989) San Marino (since 1989) Serbia (since 2009) Spain (since 1989)	Finland (1990-2012) France (1989-2007) Germany (2001-2012) Iceland (2000-2013) Ireland (2000-2012) Italy (2009-2014) Netherlands (1989-2010) Norway (1989-2012) Slovenia (1997-2014) Sweden (1990-2012) Switzerland (1991-2010) Turkey (1992-1994)
Non-CoE member states	Cape Verde (since 2010) Holy See (since 1998) Morocco (since 2009)	

## RECENT EVOLUTIONS OF THE NORTH-SOUTH CENTRE

### The 2012 evaluation of the North-South Centre

An evaluation of the Centre was conducted in 2012. Among its various conclusions, the evaluator considered that “the Centre had added value to the Council of Europe and to the member states which contributed to the Partial Agreement, and had the capacity to do so in the future”. However, the evaluation also showed that the Centre was facing two main contextual factors strongly challenging its influence:

- “the pressure on public budgets which bring many member states to reconsider all their non-compulsory international commitments, including the Council of Europe partial agreements; and
- the new Neighbourhood Policy of the Council which deprives the

Centre of its privileged role in the dialogue with non-European States and societies.”

The main recommendation of the evaluation was that the Centre should refocus its strategy. In order to do so, the evaluator suggested the creation of a working group to develop a strategy for the North-South Centre. After the evaluation, the Secretary General presented a proposal for enhancing the focus of the North-South Centre.

### **The report of the Ad hoc Working Party (GT-CNS) on the future of the North-South Centre**

Following the report of the Secretary General, the Ad hoc Working Party on the Future of the European Centre for Global Interdependence and Solidarity (GT-CNS) was set-up. The GT-CNS made proposals on the future of the Centre which were endorsed by the Ministers’ Deputies in May 2013.

The GT-CNS made five main proposals in order to rebuild the strategy of the Centre:

1. **Geographical focus:** the North-South Centre should focus its activities on regions which are covered or will be covered by the Council of Europe neighbourhood cooperation policy. Currently, this policy covers 15 countries in North Africa, Middle East and Central Asia.
2. **Thematic focus:** The promotion of intercultural dialogue as a tool for disseminating democratic values and developing democratic culture is identified as the field of action that the Centre should prioritise.<sup>4</sup>
3. **Target groups:** The main target groups of the Centre should be civil society, in particular women and youth.
4. **Link with the Council of Europe Headquarters:** the Centre should ensure a stronger link with Strasbourg and especially with the Committee of Ministers.
5. **Mediation and interface:** The Centre should be in a position to create a dialogue between the Council of Europe and its neighbouring countries.<sup>5</sup>

In addition, at their 1171<sup>st</sup> meeting on 29 May 2013, the Minister’s Deputies endorsed the proposals of the GT-CNS and agreed that the Centre should be given until the end of 2015 to test the new line of action and to give more member and non-member states the opportunity to join.

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<sup>4</sup> See the report of the Ad hoc Working Party (GT-CNS) on the future of the NSC, 14<sup>th</sup> of May 2013

<sup>5</sup> *Idem*

## THE 2015 EVALUATION

### Rationale of the evaluation

While endorsing the GT-CNS recommendations at their 1171st meeting, the Deputies also

agreed furthermore to take stock of the Centre's activities at the end of 2015, on the basis of an independent evaluation report prepared under the aegis of the Directorate of Internal Oversight (DIO), to be submitted to them as soon as the plan of activities is completed, and in any event, no later than June 2015.

### Objectives of the evaluation

This evaluation aims to check to what extent the proposals and recommendations of the GT-CNS have been taken into account by the Centre and if these efforts are likely to lead to improved effectiveness and efficiency in the achievement of the objectives of the Council of Europe neighbourhood policy.

The time scope of the evaluation is 2013-2014. In light of the short time span between the previous assessment of the Centre (and the resulting recommendations of the Ad hoc Working Party) and the present exercise, the evaluation takes therefore into account tendencies and trends.

The main intended users of the evaluation are the Ministers' Deputies who will take stock of the North-South Centre's activities before the end of the Year 2015, and decide on the future of the Centre.

The draft Terms of Reference for the evaluation were prepared in consultation with the North-South Centre and presented by DIO at the meeting of the Executive Committee on 30 January 2015.

Three formal questions have been formulated in the evaluation Terms of Reference:

1. To what extent has the work of the Centre become more focused with regard to geography, thematic coverage and target groups?
2. To what extent is the Centre acting in closer coordination with relevant Council of Europe bodies and entities and thereby creating more synergies than before?
3. To what extent has the Centre further developed its role as an interface between the Council of Europe and the neighbouring countries in the South?

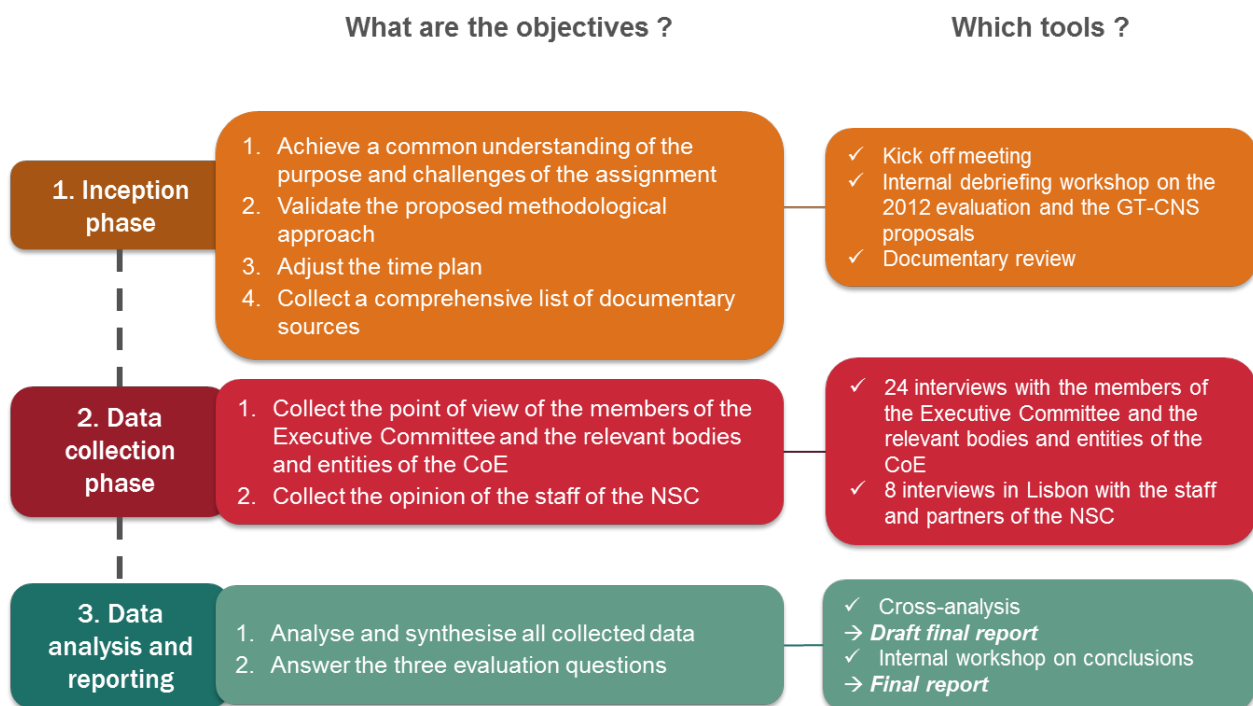
The answers are put in perspective with the existing staff and budgetary resources of the Centre.

## Overview of the evaluation method

The figure below gives an overview of the methodological approach which is structured around three main steps:

1. An inception phase which ensured a common understanding of the purpose and challenges of the assignment.
2. A data collection phase which included:
  - a. an in depth documentary analysis (the documents list is available in appendix); and
  - b. 32 face-to-face (in Strasbourg and Lisbon) and telephone interviews with the main stakeholders involved in the activities of the Centre (39 interviewees overall, *interviewees list is available in appendix*).
3. A data analysis and reporting phase.

Figure 1 : Overview of the methodological approach



The evaluation was carried out between mid-February and mid-April by Quadrant Conseil and the DIO of the Council of Europe.

## New line of action and related resources

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GT-CNS recommendation (Proposals.12.): *“In present austerity circumstances, the Centre should strictly adjust its activities to available means and achieve synergy wherever possible”.*

As any other body of the Council of Europe, the North-South Centre is expected to implement its strategy and activities within a specific organisational and resource framework. An overview of this framework is necessary to fully understand the room for manoeuvre of the Centre and the constrained context in which it strived to reach the given objectives.

### MAIN OBJECTIVES

The North-South Centre’s new line of action aims at contributing to implementation of the Council of Europe’s neighbourhood policy. The Centre’s activities contribute to processes of democratic consolidation in member states and in neighbouring regions, mainly through education to democratic citizenship and intercultural dialogue. The focus of many of these activities is on strengthening civil society, in particular with regard to youth and women.

### FINANCIAL MEANS AND CONSTRAINTS

The North-South Centre has various funding sources, which include:

- The membership fees of member states;
- The Joint Management Agreement (JMA) with the EU<sup>6</sup>;
- Voluntary contributions from member states and international organisations;
- The South Programme, a Joint Programme between the EU and the Council of Europe; and
- In kind donations and co-organised activities with partner organisations.

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<sup>6</sup> *The Centre works in close cooperation with the European Union in the framework of a Joint Management Agreement concluded between the North-South Centre and the European Commission to raise awareness of global interdependence and solidarity through global/development education and youth cooperation in Europe and beyond. A key objective of the activities carried out under this agreement is to strengthen the role of youth and facilitate the development of policies and structures for youth participation, particularly in Europe and Africa.*

**Table 2: Evolution of the North-South Centre budget between 2011 and 2015**

Year	2011	2012	2013	2014	2015
Member states' obligatory contributions (€)	879 000	894 000	589 000	582 000	371 900
Voluntary Contributions (€)	211 000	137 000	20 000	21 000	160 000
JMA (€)	300 000	180 000	240 000	323 000	360 000
South Programme (€)		27 000	69 000	132 000	TBD
Financial Products (€)	8 000	12 000	5 000	4 000	4 000
Allocation from the special account of JP <sup>7</sup> (€)	64 000	38 000			
<b>Total amount of receipts (€)</b>	<b>1 462 000</b>	<b>1 288 000</b>	<b>923 000</b>	<b>1 168 000</b>	<b>895 900</b>

The South Programme, which is the main funding tool for the Council of Europe's cooperation in the Southern Mediterranean neighbourhood, covers only the Lisbon Forum as part of the North-South Centre's budget.

By contrast, a large part of the funding for the Centre's activities is ensured through the JMA with the EU, which is dedicated to the global education programme but also covers activities of the youth co-operation programme. For the period of 2013-15, the JMA has a budget of € 1 137 210, of which the EU contributes € 900 000 and the North-South Centre € 237 210.

The Centre has been making efforts to mobilise additional resources in the form of "in kind" contributions or co-organised activities through partnerships with other organisations.

**Table 3: Evolution of in kind contributions between 2011 and 2015<sup>8</sup>**

Year	2011	2012	2013	2014	2015
Value of in kind contributions and co-organised activities (€)	310 000	258 000	142 000	70 415	No data

<sup>7</sup> This item refers to funds transferred to the North-South Centre in the framework of the Partnership Agreement between the European Commission and the Council of Europe in the field of youth, to finance Africa-Europe youth cooperation activities.

<sup>8</sup> According to North-South Centre staff, the significant drop in in kind contributions since 2012 is to some degree related to the Centre's move to new premises in October 2012. The premises are an in kind contribution from the Portuguese Government. In 2011/12, the Portuguese Government paid a rent of € 165 900, while the rental value of the current premise, which is owned by the Government, is estimated to amount to € 80 000.



## HUMAN RESOURCE CONSTRAINTS

As a result of the decreasing budget, the North-South Centre also lost some staff capacity.

Overall, the Centre had nine staff functions in 2014 and also benefited from the services of eight trainees who worked at the Centre between three to five months each to support the implementation of its activities. In comparison with the situation in 2011, the Centre lost one B5 Principal Assistant (in 2012) and one Assistant to the Director (in 2014).

As a result of the withdrawal of some member states from the Partial Agreement, the position of the Executive Director also had to be cut in 2012 and was replaced by a diplomat seconded from the Portuguese Government in 2013. Prior to this Portuguese secondment, the Council of Europe Secretariat had assured the continuity of executive leadership for the Centre through interim arrangements.

It is to be noted that some of the key positions related to the implementation of the Centre's core activities, namely the Youth Programme and the Women Programme (formerly the Transmed and Intercultural Dialogue Programme) have been filled with staff on temporary contracts only. Only two (financial and administrative) assistant positions are covered through permanent contracts.

During its most difficult times when five member states left the Partial Agreement, the North-South Centre had received special (and in some cases voluntary personal) support from its Bureau members. The Chair of the Executive Committee, for example, has played an important role with regard to political support as well as operational guidance for the Centre. The table below shows the current staff situation of the Centre.

As it was underlined by all interviewees in the framework of this evaluation, the financial and human resource constraints of the Centre make its operations more difficult and limit its capacity for playing a substantial role in the Council of Europe's neighbourhood cooperation.

**Table 4: Staff situation in 2015**

Job Title	Grade	Contract Type	Funding Source
Executive Director	Seconded Official	Secondment	VC from Portugal
Deputy Director	A2	Temporary Contract (ending in December)	BL <sup>9</sup> Budget
Global Education Project Manager	B5	CDD (ending in June 2015)	BL Budget
Youth Co-operation Project Manager	B5	Temporary Contract (ending in June)	BL Budget/JMA
Project Support Assistant South Programme	B1	Temporary Contract (currently ending in July)	South Programme
CCM Assistant, Relations with Host Country, HR Correspondent	B5	Permanent Contract	BL Budget
Administrative and Financial Assistant / IT correspondent	B2	Permanent Contract	BL Budget
Communication Assistant	B3	CDD (ending in August 2015)	BL Budget
Senior Project Manager for Empowerment of Women Programme	B5	Temporary Contract (under recruitment)	VC from Morocco and Portugal
8 Interns (unpaid)	-	Temporary for 3-5 months	-

### MAIN FINDING

MF1. The North-South Centre has limited financial and human resources to play a substantial role in the implementation of the Council of Europe's neighbourhood policy.

<sup>9</sup> *BL (Budget Lisbon) refers to the part of the budget of the North-South Centre that is financed through obligatory contributions from member states.*

## Focus of the North-South Centre's activities with regard to geography, thematic coverage and target groups

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The first evaluation question is the following: **To what extent has the work of the Centre become more focused than before?**

The expected refocusing applies in three dimensions:

- on geographic areas, which are covered or are planned to be covered by the Council of Europe neighbourhood cooperation policy<sup>10</sup> (and mostly countries of the Southern and Eastern Mediterranean);
- on democratic development and consolidation through global and development education and intercultural dialogue;

### *Global Education, as defined in the Global Education Guidelines*

*GE aims at enabling learners to understand world issues while empowering them with knowledge, skills, values and attitudes desirable for world citizens to face global problems. It brings cultural, artistic and ethical knowledge and competences into curricula too often subordinated to the adaptation of learners to the demands of the national or international labour markets.*

*One of the core competences of Global Education is the ability to understand facts holistically, fostering multiperspectivity and the deconstruction of stereotypes.*

*It helps learners to understand the complexity of the world, be aware of contradictions and uncertainties and understand that there are no one-dimensional solutions for complex problems. It helps learners to deal with cultural variety of languages and codes so that mutual understanding can be achieved.*

*Global Education is understood to encompass Development Education, Human Rights Education, Education for Sustainability, Education for Peace and Conflict Prevention and Intercultural Education; being the global dimensions of Education for Citizenship.*

- and on two target groups: youth and women.

As for the other chapters of this report, the following analysis is based both on a documentary review and on the analysis of the stakeholders' perceptions collected through the interviews.

## GEOGRAPHICAL FOCUS

GT-CNS recommendation (Para. 13): *“the Centre should focus its activities on the geographical areas that the Council of Europe policy towards the neighbouring*

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<sup>10</sup> *The Council of Europe neighbourhood cooperation policy addresses 15 countries: 9 in the Mediterranean region (North-Africa and the Middle East) and 6 in Central Asia.*

*regions would plan to cover*".

The geographic focus of the Council of Europe's neighbourhood cooperation is on the Southern and Eastern Mediterranean (SEM) region.

## Facts

In 2014 about 43% of the North-South Centre's programme budget was spent on activities related to the SEM region. Activities organized in this regard include national workshops and an international conference on women's political participation, the establishment of a Mediterranean youth university (summer school) in Tunisia and the thematic focus of the Lisbon Forum on topics relevant for post-Arab Spring developments.

**Table 5: Non-Staff Expenditure in 2014 by Programme Area**

Programmatic Area	Total Expenditure on Activities		Expenditure on Activities Dedicated to SEM Region		Source of Funding
	€	% of total Expenditure	€	% of total Expenditure on Programmatic Area	
Global Education	146 841.25	28.43%	1 500	1.02%	JMA/BL <sup>11</sup>
Youth	166 834.75	32.3%	27 679.19	16.59%	JMA/BL
Women	42 790.93	8.28%	42 790.93	100%	BL
North-South Prize	18 214.60	3.53%	9 107.30	50%	VC Portugal
Lisbon Forum	141 845.78	27.46%	141 845.78	100%	SP/BL
<b>Total</b>	<b>516 527.31</b>	<b>100%</b>	<b>222 923.2</b>	<b>43.16%</b>	

The remaining programme budget of 2014 was spent on activities focused (mainly) on Europe (35%) and Africa-Europe youth cooperation (22%). Efforts were also made to increase the number of participants of the SEM region in these activities whenever possible.

The North-South Centre has also discontinued a few activities that it had been implementing in the past. The African University organised in Cape Verde was no longer maintained in the Centre's programme of activities in 2014 but taken over by partner organisations with informal guidance of the Centre. Furthermore, the North-South Centre declined more invitations to participate in external activities organised by partner organisations. The Centre also increased efficiency and synergies by organising activities planned

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<sup>11</sup> *BL (Budget Lisbon) refers to the part of the budget of the North-South Centre that is financed through obligatory contributions from member states.*

under the JMA in the context of the University on Youth and Development in Molina.

## Global Education

The global education activities of the North-South Centre are funded through the JMA with the EU, which aims at strengthening global education in the new and prospective member states of the European Union (EU). The JMA also funds youth activities described in the following section that aim at the promotion of Africa-Europe youth cooperation in the context of the EU-Africa Strategy. The current agreement covering the period 2013-2015 was signed in September 2012. The focus of the activities continues to be on these countries. However, in 2014 some activities specifically targeted the Southern Mediterranean region:

- (i) the Global Education Guidelines used for capacity building were translated into Arabic (as one of a total of twelve languages);
- (ii) and preparatory meetings were held with representatives from the Southern Mediterranean region, and in particular Morocco and Tunisia, to discuss the extension of the Global Education Programme to these countries. National coordinators for the Global Education Week Network for Tunisia and Morocco have been identified and integrated into the Global Education Network. Furthermore, a national coordinator for the Global Education Programme in Lebanon has been identified.

SEM nationals have already taken part to an increasing degree in international activities of the Global Education Programme.

**Table 6: SEM nationals' participation in international activities of the Global Education Programme**

		2011	2012	2013	2014
Participation of SEM nationals in e-learning courses	#	<b>8</b> Egypt – 4 Palestine- 2 Morocco – 1 Tunisia – 1	<b>13</b> Egypt – 5 Tunisia – 5 Jordan - 2 Morocco - 1	<b>40</b> Egypt – 12 Algeria – 12 Morocco – 9 Tunisia - 7	<b>37</b> Tunisia – 11 Egypt – 10 Morocco – 8 Algeria - 5 Jordan – 1 Libya – 1 Palestine - 1
	%	No data	5%	15%	13%
Participation of SEM nationals in training of trainers	#	No data	<b>2</b> Egypt – 1 Tunisia - 1	<b>2</b> Egypt – 1 Palestine - 1	<b>3</b> Tunisia – 1 Algeria – 1 Lebanon – 1
	%	No data	10%	9%	15%

### **Youth Co-operation Programme**

Currently, the Youth Co-operation Programme of the Centre is composed of three dimensions:

1. A Euro-Arab and Mediterranean Dimension (which is in line with the intended new focus of the Centre);
2. A Network of Universities on Youth and Global Citizenship (a global dimension); and
3. Africa-Europe Youth Co-operation activities in the framework of the JMA with EU (2008-2015) (an African-European dimension).

It can be concluded that the youth co-operation programme of the Centre does not generally focus on the Council of Europe's neighbourhood region as only one of the three dimensions is directly concerned.

The largest part of the budget of the Youth Programme is spent on the Africa-Europe component, which is funded by the JMA with the EU. Related activities focus mostly on Sub-Saharan Africa but sometimes also include participants from Northern African countries (e.g. 3 of 19 participants of the 5th Training Course for Youth Leaders of the African Diaspora Living in Europe held at Mollina University in September 2014 were of Moroccan/Tunisian origin).

**Table 7: Evolution of the SEM countries participation at the Mollina University on Youth and Development in Spain**

	2012	2013	2014
Number of interventions (e.g. by trainers, key note speakers, etc.) about and from the SEM neighbourhood	0	4	6
Number of SEM participants at the Global Education and Youth Training of Trainers	2	3	4
Overall ratio of SEM participants in Mollina University	2-3%	2-3%	5.5% <sup>12</sup>

However, a small shift in focus is visible because the Euro-Arab and Mediterranean Dimension has not yet been there in 2011. The most important new elements of the programme in this regard are:

- (i) the establishment of the Mediterranean University on Youth and Global Citizenship (MedUni) in Hammamet, Tunisia in 2013 to complement

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<sup>12</sup> It should be noted that the North-South Centre does not select all the participants of the university but that its partner organisations also increased the percentage of SEM nationals invited to their activities at the university.

universities in Spain and Cape Verde as part of the Network of Universities on Youth and Global Citizenship;

**Table 8: Evolution of the SEM countries participation at the Mediterranean University on Youth and Global Citizenship in Hammamet**

	2012	2013	2014
Participation of youth from SEM countries, in number	61	65	90
Participation of youth from SEM countries, in %	59%	45%	76%
Number of different SEM countries represented	6	11	7 <sup>13</sup>

(ii) and the training and capacity building course on “Structured Participation in Democratic Processes” organized in 2014 for the first time in the framework of the MedUni following a pilot activity in 2013.

These two activities represented 16.6% of the expenditure of the youth programme in 2014.

#### **Women Programme**

The focus of the North-South Centre’s Women Programme is on the Southern Mediterranean region. Its objective is to strengthen democratic governance in the Southern Mediterranean region by bringing together the stakeholders to promote gender equality and women's rights in the Southern Euro-Mediterranean region, with particular attention to Morocco and Tunisia. The Programme launched the Euro-Med Network of Women in March 2012, which provides its members with a platform, supported by an online website, for exchanging good practices and experiences. Moreover, the Programme organizes an annual international conference in the framework of the North-South Women’s Empowerment process. In 2014 the conference took place in Morocco<sup>14</sup> and included a side-event on violence against women that was organized in cooperation with the Equality Division in DGII and ODGP.

#### **North-South Prize**

The North-South Prize is awarded annually to two personalities, ideally one from the North and one from the South. The regulations for the Prize, which were revised in 2012/2013, do not make specific reference to the Council of

<sup>13</sup> Including also Yemen and the United Arab Emirates in addition to the nine countries targeted by the Council of Europe’s neighbourhood policy.

<sup>14</sup> Based on the arrangement of alternating location in South and North, the planned conference for 2015 will be organised in Strasbourg.



Europe neighbourhood regions. However, the representatives from the South have been from Lebanon in 2013 and Morocco in 2014.

## **Lisbon Forum**

The annual Lisbon Forum brings together high-level participants from Europe, neighbouring regions and other continents. Mainly funded through the South Programme since 2013, the Lisbon forum has benefited from a strong organisational support from ODGP.

Since 2011, the Forum's themes were dedicated to the Southern Mediterranean region and the developments related to the Arab Spring.

**Table 9: Lisbon Forum themes since 2011**

Year	Theme
2011	The Arab Spring: a major step towards making universal rights real
2012	The Arab season: from change to challenges
2013	Valuing civil society as actor of governance: Perspectives for the South Mediterranean
2014	Electoral processes and democratic consolidation in the countries of the southern Mediterranean

The proportion of Lisbon forum participants from the SEM region increased from 11% in 2011, to 23% in 2012 and 33% in 2013 and 2014. In parallel, the number of represented SEM countries grew from 6 to 10 during the period. The profile of participants also changed over that period with an increase in the number of high-level participants. While this development is inconsistent with the GT-CNS' request to focus activities on youth and women, it optimised the utility of the Forum for neighbourhood cooperation.

## **Analysis**

The facts show that the North-South Centre did not focus all of its activities on the geographical areas covered by the Council of Europe's neighbourhood policy (SEM region), but conducted more activities dedicated to this area during the 2013-2015 period than before. It has also rationalized its participation in external activities organised by partner organisations.

It should be mentioned that at the beginning of the refocusing exercise North-South Centre staff showed some reluctance to change. Reasons include the facts that (i) guidance provided by Strasbourg did not necessarily correspond with the priorities the Centre had identified through its work with partners and beneficiaries, (ii) staff did not feel fully involved in the identification of priorities and therefore had little ownership over the process, and (iii) some proposed activities did not fall within the technical expertise of the Centre.

Nevertheless, staff later accepted the new mandate of the Centre and did their best to focus its activities on the SEM region. However, several budgetary factors hinder de facto the refocusing exercise:

- The Global Education Programme is largely funded through a JMA with DEVCO. Until the end of 2015, the North-South Centre is contractually bound to implement its global education activities in the new and prospective member states of the EU. A change of this geographic focus will not be possible during a new phase of the JMA either unless it would be funded by a different DG of the European Commission;
- The Youth Programme also receives the largest part of its funding through the JMA with the European Commission and is contractually bound to focus on Europe-Africa youth cooperation activities; and
- The Women Programme is entirely focused on the SEM region but it has very limited resources (funds to cover a temporary Women Programme Manager position in 2015, for example, were obtained only recently).

In summary, the North-South Centre focused (though first a bit reluctantly) as much as possible on the SEM region within the limited room to manoeuvre that it has. The Council of Europe, which mandated the Centre with this new geographic focus, does not provide it with sufficient resources to fully accomplish this new focus. The South Programme, which represents the main funding tool for the Council of Europe’s cooperation activities in the SEM region, covers only the costs of the Lisbon Forum among all the activities of the North-South Centre. Within the current budget reality, the Centre can, thus, only focus less than half of its expenditure on the SEM region. Based on interviews with representatives of the European Union, other funding mechanisms are, however, likely to be found if the Centre is able to clearly define its position and focus.

## THEMATIC FOCUS

GT-CNS recommendation (Para. 14): *“The promotion of intercultural dialogue as a tool for disseminating democratic values and developing democratic culture has been identified as the field of action that the Centre should prioritise today in order to help prevent “ethnic, religious, linguistic and cultural divides” in line with the spirit of the White Paper on Intercultural Dialogue. [...] Within this line of action, the Centre should continue to carry out activities for which it has recognised expertise and know-how, such as global and development education, in particular education for peace, through joint programmes with the European Union.”.*

## Facts

The North-South Centre has been continuing to carry out activities in the area of **global education** in accordance with the most recent JMA with the EU covering the period 2013-15. Activities include European Congresses on Global Education, the Global Education Week, global education national and regional seminars, online training courses, and training for trainers.

A Global Education website<sup>15</sup> is operational since November 2014.

The Statute of the Centre, which was revised in 2011, includes **intercultural dialogue** as part of the mandate of the Centre. Intercultural dialogue was considered a separate programmatic area in the reports on implementation of activities in 2011 and 2012. In 2014, “dialogue” is considered an underlying principle in all areas of work of the Centre.

In the interim report on implementation of the recommendations of the GT-CNS, the promotion of intercultural dialogue is interpreted as providing a platform for articulated dialogue and structured co-operation at the level of governments, parliaments, local and regional authorities and civil society. The Lisbon Forum, the two national workshops and one international conference organized in 2014 in the framework of the Women Programme, as well as a roundtable at MedUni brought together participants from governments and parliaments, local and regional authorities, civil society, etc. from the North and the South. Furthermore, the North-South Prize is awarded to personalities who have contributed to the development of intercultural dialogue among other values.

Most importantly, the online training courses on the human rights dimension of global education offered by the Centre under this programme have been complemented in 2012 by a new course on intercultural dialogue. In 2014, a pilot online training course on democratic citizenship was also launched.

## Analysis

Thematically, the North-South Centre has continued to carry out activities in the area of global education and introduced new courses on intercultural dialogue and democratic citizenship to its training programme. The Centre has thus, in line with its thematic focus, contributed to promote intercultural dialogue as a tool for disseminating democratic values and developing democratic culture.

Most interviewees have underlined the relevance of the North-South Centre’s intervention in this field to promote democratic values and culture, but also to face the current situation of increasing radicalisation of societies in Europe and SEM countries. The growing issues of migration, extremism and terrorism indeed induce - perhaps more than ever before in the history of the Centre - a need for reinforced intercultural dialogue.

This might be an area in which the North-South Centre could possibly, with further means, develop a more distinguished added value in the future.

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<sup>15</sup> <http://nscglobaleducation.org/>

## TARGET GROUPS

GT-CNS recommendation (Para. 15): “*the main target groups of the activities of the Centre within civil society (...) continue to be youth and women*”.

### Facts

The Youth Co-operation Programme and the Women Programme are indeed two of three programmes of the Centre. Combined, these two programmes accounted for 54.5% of the budget that the North-South Centre spent on programmatic activities in 2014.

The third programme is the Global Education Programme, whose final beneficiaries are also mostly youth. Women accounted for more than 60% of the beneficiaries of the global education activities carried out in 2013 and 2014. The North-South Prize is usually awarded to one male and one female personality, however not to youth.

At the request of the GT-CNS, the Executive Committee of the Centre had submitted a plan of proposed activities, which was considered as a good contribution for the refocusing exercise by the GT-CNS<sup>16</sup>. The plan lists activities focused on youth and women of the SEM region. The paragraphs below provide a summary of the implementation of this plan, while a more detailed table is available in the appendix.

### Youth

The analysis of the implementation of the plan of activities shows that in the area of youth co-operation, the North-South Centre has more or less implemented the activities foreseen with the exception of one related to the SPIRAL<sup>17</sup> approach and an action plan with non-governmental organisations (NGOs). It should be noted, however, that proposed activities (including the one related to the SPIRAL approach) were sometimes formulated rather vaguely and do not seem very ambitious.

### Women

In the area of the Women Programme, the Centre has implemented more activities than the minimum requirement. Only one theme seems not to have been covered, which relates to the organisation of a regional event on human trafficking.

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<sup>16</sup> Source: *Ministers' Deputies / Working Parties, GT-CNS, Ad hoc Working Party of the Committee of Ministers on the Future of the European Centre for Global Interdependence and Solidarity (North-South Centre), GT-CNS(2013) final - 14 May 2013 - Report of the GT-CNS*

<sup>17</sup> *Societal Progress Indicators and Responsibility of All. The SPIRAL approach aims at developing local and national processes of consultation and social cohesion in order to enable youth and women to play an active role in local life.*

The North-South Centre aimed at empowering women in the Mediterranean region, in particular in SEM countries. Since 2012, the North-South Centre has enhanced its work on the promotion of women's rights and the empowerment of women by implementing and taking part in several activities on policy-making and advocacy, capacity-building, networking, and awareness-raising.

The Euro-Med Women's Network with more than 700 members is supported by a digital platform which aims at facilitating exchanges, sharing good practices and identifying partnerships.

Also, in order to promote the establishment of closer ties between southern countries and the Council of Europe, the North-South Centre has organised national workshops in Morocco and Tunisia as well as international conferences. These exchanges have aimed at promoting regional cooperation for peer learning, and encouraging participating SEM countries to sign international and European conventions promoting and protecting women's rights.

With the aim of facilitating young women's access to leadership positions in areas such as politics or within civil society, the Centre has supported training courses and capacity building activities (participation in summer schools/universities, e-trainings on human rights, intercultural dialogue, democratic citizenship, or residential training for trainers, etc.). Tools and instruments on gender equality and the empowerment of women have been translated into Arabic with the aim of raising awareness of international conventions, reports and tools on gender equality and women's rights.

**Table 10: 2013-14 calendar of activities for the North-South process for the empowerment of women**

Date	Topic
March 2013	International Women's Day - Young Women Testimonials
May 2013	Debate on women's rights and religion
July 2013	Training young women on international law and human rights
November 2013	Lisbon Forum - Face to face on political Islam and democracy
March 2014	National workshop of Tunis on women's participation in political life
March 2014	National workshop of Tétouan on women's participation in political life
April 2014	2nd Meeting of the Euro-Med Women's Network Steering Committee

April 2014	Launch of the Euro-Med Women's Network Facebook page
May 2014	Launch of the new digital platform of the Euro-Med Women's Network
June 2014	International Conference of Rabat on women's participation in political life
June 2014	Regional session on preventing violence against women: the Istanbul Convention
July 2014	Euro-Med Women's Network - 700 Members
September 2014	Lisbon Forum - Side event on Women's participation in Electoral processes
November - December 2014	Euro-Med Women's Network #16Days Campaign on combating violence against women
December 2014	Publication of the North-South Process for the Empowerment of Women

## Analysis

With the exception of the Lisbon Forum and the North-South Prize, that address larger audiences, the Centre's activities were indeed mostly focused on youth and women.

The North-South Centre has implemented most activities foreseen in the agreed plan of activities with the exception of the **SPIRAL** initiative, an action plan with NGOs, and a regional event on human trafficking (which was not mandatory). The **SPIRAL** approach and human trafficking do not fall within the traditional area of expertise of the Centre.

## MAIN FINDINGS

MF2. The North-South Centre conducted more activities dedicated to the geographical area covered by the Council of Europe's neighbourhood policy (SEM region) during the 2013-2015 period than before, though did not focus all of its activities on this region, mainly for contractual reasons related to the JMA with the European Union. It has also rationalized its participation in external activities organised by partner organisations.

MF3. The Centre has continued its activities related to global education in the framework of the JMA with the EU. It has introduced new courses on intercultural dialogue and democratic citizenship to its training programme.

MF4. With the exception of the Lisbon Forum and the North-South Prize, that address larger audiences, the Centre's activities did mostly focus on youth and women. The Centre has implemented most activities foreseen in the agreed action plan with a few exceptions.

## Coordination and synergies with the relevant Council of Europe bodies and entities

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The second evaluation question was the following: **To what extent is the Centre acting in closer coordination with relevant Council of Europe bodies and entities and thereby creating more synergies than before?**

GT-CNS recommendation (Para. 17): “*the Centre should ensure a stronger link with Strasbourg so that its visibility and impact are reflected in the Council of Europe Headquarters. The specific suggestion is that the Chair of the Executive Committee and the Executive Director of the Centre hold regular exchanges of views with the Committee of Ministers, [...] the Centre could also contribute to enhancing the visibility of Council of Europe activities and instruments, in particular by putting into place a communication programme for the general public using inexpensive resources such as the Internet and social networks [...]*”

### COORDINATION AND COOPERATION WITH HEADQUARTERS

#### Facts

The documentation and interviews provide some evidence for **important efforts to strengthen the links between the North-South Centre and Strasbourg.**

The reports of the Centre on missions carried out between 2011 and 2015 show that the Centre’s management and staff have been visiting Strasbourg to participate in relevant activities and meetings with representatives of member states and staff of the Council of Europe Secretariat. The number of missions to Strasbourg increased from 6 in 2011 to 13 in 2014.

The Chair of the Executive Committee of the North-South Centre has addressed the Steering Committee of the South Programme in March and December 2014. During the period of refocusing the activities of the Centre, he had liaised with DGII, ODGP and the Deputy Secretary General in Strasbourg and visited Lisbon several times to explain to the staff the expectations of the Executive Committee and the Committee of Ministers.<sup>18</sup>

The Executive Director of the Centre provided the GR-EXT with a brief overview over the activities of the North-South Centre on 17 April 2014 within the framework of a meeting on the neighbourhood policy. On 22 October 2014, the Secretary General’s interim report on the implementation of the recommendations of the GT-CNS was presented to the GR-EXT in

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<sup>18</sup> *At that time he had been the Vice Chair and later the Interim Chair of the Executive Committee before becoming the Chair in December 2013.*



the presence of the Executive Director. In previous years the North-South Centre had been covered by the GR-C.

A novelty was that a meeting between the programme staff of the North-South Centre and their respective partners from Headquarters took place in Strasbourg for the first time in February 2014 in order to plan and coordinate activities at the beginning of the year.

Specific exchanges took place for instance with the Youth Department, the Education Department or the Human Dignity and Equality department of DGII, as well as with the Neighbouring Regions Division of the ODGP or with the Culture and Sustainable Development Department of the Parliamentary Assembly.

The Headquarters' entities participated in and contributed to relevant North-South Centre activities such as the Mediterranean university and the international conference on the political participation of women. In return, the Centre contributed to other Council of Europe entities' objectives related to youth co-operation in the framework of the EuroMed youth partnership as well as women's political participation. It added a side event on the Istanbul Convention to its international conference in the framework of the North-South Women's Empowerment process.

The North-South Centre staff also increasingly involved the Headquarters in the design of events. The Global Education Programme, for example, invited comments from its counterpart in the Education Department on a concept note for its Global Education Congress planned for 2015.

Since 2013, the Lisbon Forum has been co-organised with DGII and ODGP, with South Programme funding, giving the Forum a stronger organisation and renewed shape and success. The North-South Centre, with its limited human and financial means, would have struggled to organise this high-level "quadrupartite" event.

The Centre's Communication Assistant also met with colleagues from the Directorate of Communication in order to ensure that the Centre's communication products are in line with the new Council of Europe visual identity.

A surprising fact is that – despite of its work on intercultural dialogue – the Centre made only a limited contribution to the work related to the White Paper on Intercultural Dialogue in 2008. Furthermore, it is not integrated into the current DGII initiative to develop an action plan for 2016-19 on building inclusive societies. It should be noted that this action plan is focused on European societies and not the societies of the SEM neighbourhood. However, the notion of intercultural dialogue is currently often related in particular to dialogue between oriental and occidental cultures. The missing integration into Council of Europe mainstream work on intercultural

dialogue should not be understood as a lack of willingness on the part of the Centre to coordinate or cooperate with Headquarters.

## **Analysis**

Coordination arrangements have been considerably strengthened during the period, and contacts between the North-South Centre, GR-EXT and colleagues in Headquarters multiplied. Staff members from the Centre and relevant Headquarters sectors participate in some of each others' activities. In particular the North-South Centre staff tries to involve Headquarters in the design of events and relevant activities are co-organised. As a result of capacity issues of the North-South Centre, its flagship activity, the Lisbon Forum, has been organised with strong involvements of Headquarters.

With regard to its promotion of intercultural dialogue, the North-South Centre does not play a significant role in the mainstream work of the Council of Europe. This might be an area of cooperation that could be explored further in the future.

## **CONSTRAINTS TO BETTER COOPERATION WITH RELEVANT COUNCIL OF EUROPE BODIES AND ENTITIES**

If the first contacts generally led to better understanding of the objectives and activities conducted by the different stakeholders, and if some projects led to active cooperation, it was not the case for all of them.

Several difficulties indeed hindered a deeper coordination and cooperation with the different Council of Europe bodies and entities during the period.

### ***Visibility and status of the Centre***

The different departments in Strasbourg do not necessarily have the reflex to coordinate with the North-South Centre on their own initiative, mainly because the Centre is a distant and relatively small player. Although the Centre has previous experience in the SEM region through its Transmed and Intercultural Dialogue Programme, it is relatively new with regard to some programmatic areas and still needs to find its role. Furthermore, the fact that the future of the Centre is not secured seems to discourage potential cooperation partners.

It should also be noted that coordination and cooperation among the different bodies and entities of the Council of Europe in Strasbourg is not always optimal either.

### ***Limited means and different culture***

The North-South Centre has clear capacity issues with shrinking budgets and many staff on short-term temporary contracts. Some staff in Strasbourg expressed their dissatisfaction with the Centre's administrative and logistical capacity and ability to organize events.

Headquarters' staff also pointed out a different organisational culture from a typical Council of Europe entity in Strasbourg. The North-South Centre staff is used to working in peer to peer and coproduction approaches with partner organisations, whereas Strasbourg departments are used to a more explicit promotion of Council of Europe standards. The Centre also works more closely with civil society actors, whereas entities in Headquarters more often deal with member states' governments. Their organisational patterns thus differ.

### ***Diverging expectations and issues in complementarity***

Beyond an issue of organisational patterns, expectations may differ between the North-South Centre staff and the Council of Europe department staff about cooperation content. Some departments in Strasbourg indeed expect cooperation mainly in the form of implementation and networking inputs, whereas the North-South Centre was used to tackling policy level content and does not see itself as a pure implementing party comparable with a field office.

Moreover, the policy directions provided by Strasbourg do not necessarily reflect what the North-South Centre identifies as needs when working with their partners and beneficiaries. The refocusing of the Youth Programme on the SEM region, for example, led to a loss in complementarity with regard to the youth sector in Strasbourg. Focusing on the SEM region meant for the North-South Centre to work in a new region where the youth sector in Strasbourg has already been involved for several years.

## **SYNERGIES**

Generally speaking, synergies usually require some time to appear and it is certainly a bit early to be able to observe significant results of better cooperation. Some first elements and tracks nevertheless appeared.

- **In the area of youth**, the Mediterranean university in Tunisia was seen as making a useful contribution because it brought together members of the quadrilogue, which is not easy to achieve in the youth field. In the future, the North-South Centre could play a role complementary to the one played by the youth sector in Strasbourg by focusing on the establishment of youth organisations.
- **As for the Women Programme**, the different roles of the North-South Centre and Strasbourg are not very clear. The ad hoc working party had suggested the North-South Centre to contribute also to the Council of Europe's efforts to prevent human trafficking in the SEM region. However, since the Centre had never worked on this subject before, it has not been able to meaningfully cooperate with the Headquarters in this regard. Future synergies might be achieved if the Centre could provide

the Equality Division in Strasbourg with a civil society network for future phases of its work.

- **In the area of Global Education**, synergies could possibly be developed in the future based on the fact that the North-South Centre works more with a network of development NGOs and Ministries of Foreign Affairs while the Education Programme usually works together with Ministries of Education.

In general, the North-South Centre can offer mainly civil society contacts to other entities. For instance, in 2014, a Syrian civil society activist who had participated in the Mediterranean university in Tunisia became a speaker at the World Forum for Democracy. In 2012 the Centre facilitated a workshop within the framework of the World Forum. The Parliamentary Assembly of the Council of Europe (PACE), which is the initiator of the North-South Centre, considers the civil society contacts provided by the North-South Centre useful, jointly organizes events (international conference in Rome in 2011) with the North-South Centre and uses the Centre input for their reports. The INGO Conference has a cooperation agreement with the Centre since 2010. The cooperation with the Congress also grew during recent years.

## **COMMUNICATION TOWARDS THE GENERAL PUBLIC**

The North-South Centre strived to enhance the visibility of Council of Europe activities and instruments through different communication activities addressed to the general public.

In 2014 the North-South Centre:

- created a **new website**;
- re-launched the Euro-Med Women Network webpage (more than 1000 followers) and the global education webpage;
- defined and implemented a new visual communication strategy;
- developed new communication instruments such as a **new line of publications and roll-ups**;
- started using **social media** and new technologies such as Facebook and YouTube. Between January and September 2014, on average 4470 users visited the North-South Centre's Facebook page on a weekly basis. In September, 2527 persons "liked" the page.

## MAIN FINDINGS

- MF5. The links and cooperation between the North-South Centre and Strasbourg increased in recent years. The Centre could be better integrated into the mainstream work of the Council of Europe on intercultural dialogue.
- MF6. Synergies have to date not been very significant due to the limited scope of the North-South Centre's resources and activities and capacity issues regarding the organisation of high-level intergovernmental events, as well as possibly different expectations from both parties about the content and form of cooperation.
- MF7. Such synergies could nevertheless be developed in the future, especially if the Centre can further strengthen its civil society networks in the SEM region.
- MF8. The Centre has strengthened its communication activities with the general public and thus contributed to enhance the visibility of Council of Europe activities and instruments.

## The North-South Centre's interface role between the Council of Europe and the neighbouring countries in the South

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The third evaluation question is the following: **To what extent has the Centre further developed its role as an interface between the Council of Europe and the neighbouring countries in the South?**

### DIALOGUE AND RAPPROCHEMENT BETWEEN THE COUNCIL OF EUROPE AND ITS NEIGHBOURING COUNTRIES IN THE SOUTH

GT-CNS recommendation (Para. 16): *“The Centre should be in a position to create a momentum for **dialogue and rapprochement between the Council of Europe and its neighbouring countries**, which could result in closer co-operation whilst providing the Council's experience with regard to democratic transition and the role of civil society.”*

#### Facts

The North-South Centre promotes **dialogue and regional co-operation** between the Council of Europe and its neighbouring countries through the Lisbon Forum and other conferences and events. Since 2012, Morocco and Tunisia sent delegations to the Lisbon Forum each year. In 2014 the Forum was co-chaired by the Tunisian Secretary of State of Foreign Affairs and characterized by the presence of Moroccan and Tunisian personalities involved in the electoral field. The Forum included also participants from other SEM countries and the League of Arab States.

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With the 3<sup>rd</sup> International Conference of the **North-South Process for the Empowerment of Women** in Rabat, the North-South Centre also organized a regional event in 2014, that was specifically focused on the Southern Mediterranean Region. This conference attracted more than 100 participants from Morocco, Algeria, Tunisia, Libya, Egypt, the occupied Palestinian territories, Jordan and Lebanon.

The North-South Centre **Partial Agreement** also allows membership opportunities to non-members of the Council of Europe. Morocco has thus become a member of the Centre in 2009, and Tunisia is currently in its accession process. A Tunisian delegation has already participated in the most recent meeting of the Executive Committee held in Strasbourg in January 2015.

Finally, the North-South Centre has built a **longstanding relationship of trust and participation with civil society partners** in many countries beyond the Council of Europe neighbourhood. Often the Centre’s capacity building activities help these partners to build the networks, experience and contacts to enable them to develop closer links with the Council of Europe Headquarters. The African Diaspora Youth Network in Europe (ADYNE), for example, recently participated in a conference of the Parliamentary Assembly of the Council of Europe (PACE) in Lagos, Portugal following a North-South Centre suggestion. It openly acknowledged the support and encouragement of the Centre in developing their network and promoting their structured participation in democratic processes.

**Table 11: Examples of North-South Centre networks partners**

NGOs	Objectives	Collaboration with the North-South Centre
ADYAN	Lebanese foundation for interreligious studies and spiritual solidarity.	In the field of Global education and in the framework of Lisbon Forum.
Anna Lindh Foundation	Largest network of civil society organisations involved in the promotion of intercultural dialogue across Europe and the Mediterranean.	In the field of Global education and partner organisation of Lisbon Forum.
KAICIID	Enhances dialogue among different religious and cultural groups to promote justice, peace and reconciliation and counteract the abuse of religion to justify violence.	The North-South Centre developed collaborative work with KAICIID and joined KAICIID network on Interreligious and Intercultural Education.

NGOs	Objectives	Collaboration with the North-South Centre
League of Arab States	Organisation of independent Arab States on the territory of northern and north-eastern part of Africa and southwest Asia.	Partner in MedUni and was part of the consultation meeting with the North-South Centre partners for the drafting of the new e-learning topic on Democratic Citizenship.
Moroccan Center for Civic Education (MCCE)	Independent NGO, whose mission is to train and educate younger generations to become responsible, effective and active citizens committed to democratic principles.	The MCCE is the coordination body for Morocco within the North-South Centre Global Education Week network.
Tunisian National Youth Observatory	Organisation promoting youth led initiatives and meeting and acting as a facilitator with decision-making bodies. Conveys periodic consultation of youth, opinion surveys, in coordination with the structures and institutions, to identify the concerns and needs of young people.	Implementing partner of the North-South Centre for the MedUni and should become the coordination body for Tunisia within the North-South Centre GEW network.

## Analysis

The North-South Centre seems to have a stronger and clearer added value in the area of (political) dialogue and rapprochement than in cooperation.

### ***A new political agenda stressing the need for intercultural dialogue and the relevance of the North-South Centre positioning***

Many interviewees underlined the fact that the past year and the 2015 events in Paris and Copenhagen and even more recently in Tunis, have dramatically highlighted the risks of radicalism, terrorism and migration issues, and that intercultural dialogue is more than ever needed between Europe and its neighbours. The historical role and expertise of the Centre in intercultural dialogue appear to interviewees as key in this new agenda.



### ***A platform offering equal footing to the Council of Europe and its neighbouring countries of the South***

The North-South Centre proposes two specific assets of real value:

- membership options for non-Council of Europe member states from the SEM region
- and the location in Lisbon

Through these assets the North-South Centre offers room for cooperation between the Council of Europe and concerned countries on an equal footing.

The location of the Centre in Lisbon is considered by SEM countries as a place “where both the representatives from Europe and from the SEM region can feel at home”.

### ***Specific networks and ability to reach civil society***

Finally, through its historical mission and activities, the North-South Centre also has close connections with civil society. For instance, on global education, the North-South Centre has developed contacts with many development actors and Ministries of Foreign Affairs, while the Education Programme mainly deals with Ministries of Education.

However, it should be noted that the contacts of the North-South Centre with civil society are currently more of a global nature with a particular focus on Africa. The Centre has some contacts in the SEM region but it may take some time to further develop these, especially since the civil society sector is not very developed in this region.

## **A ROLE IN THE CONSOLIDATION OF DEMOCRATISATION PROCESSES**

*(Para. 18): “the Centre should be a Council of Europe relevant instrument that should be better used in its aim to contribute to the consolidation of the processes of democratisation in areas to be covered in its neighbouring policy. The Centre would serve as an interface between the Council of Europe and the neighbouring countries, previous to or complementary to their bilateral action plans or programmes within the framework of the policy towards the neighbouring regions.”*

### **Facts**

As mentioned in various sections above, the North-South Centre has implemented/is planning to implement activities directly contributing to the consolidation of the processes of democratisation in areas to be covered in its neighbouring policy. Obviously, many of these activities require close coordination with the education, youth and equality sectors in DGII.



**Table 12: Implemented/planned activities in the field of democratisation processes consolidation in the SEM region**

Activity clusters	Activities
Global Education	<ul style="list-style-type: none"> <li>• Online training course on democratic citizenship was launched in 2014 and discussions are currently being undertaken to extend the global education programme to the Southern Mediterranean region</li> <li>• Annual training for trainers on youth and global education was expanded to MedUni</li> </ul>
Youth	<ul style="list-style-type: none"> <li>• Annual Mediterranean University on Youth and Global Citizenship (organised in 2013 and 2014, planned for February/March 2015)</li> <li>• Training course for youth organisations on “Structured Participation in Democratic Processes” (first activity was organised in 2014, second one is planned for May 2015)</li> </ul>
Women	<ul style="list-style-type: none"> <li>• In 2014, two national workshops on women’s participation in political life were held in Morocco and Tunisia; one national seminar is planned in Morocco in 2015</li> <li>• In 2014, the 3rd International Conference of the North-South Women Empowerment Process had the title “The participation of women in political life in the South and East of the Mediterranean: Challenges and Opportunities”</li> <li>• Training of trainers on women’s participation in political life and democratic processes is planned in Tunis in May 2015</li> </ul>
Lisbon Forum	<ul style="list-style-type: none"> <li>• The Lisbon Forum 2014 focused on “Electoral processes and democratic consolidation in the countries of the southern Mediterranean”</li> <li>• Following a request from Tunisia, a workshop is planned for April 2015 in Tunisia to follow-up on the Lisbon Forum 2014 and the Tunisian elections</li> </ul>

Participants of the training course on “Structured Participation in Democratic Processes” from Tunisia and Algeria have made first steps towards the establishment of national youth councils in cooperation with their national authorities.

Finally, a large proportion of interviewees underlined the interesting specificity of the quadripartite configuration of the North-South Centre. The

Centre provides a platform bringing together representatives of governments, national parliaments, local and regional authorities and civil societies. This system helps build bridges between actors with different approaches and priorities. It even sometimes allows these different actors to address subjects that would be difficult, if not impossible, to deal with in their own country.

## **Analysis**

While the Centre does not play a very significant role in cooperation with SEM countries, it does have an interesting added value from a political perspective.

### ***An interface and facilitator role for political dialogue***

With its quadripartite configuration and through its interface and political dialogue facilitator role, the Centre contributes to promote the Council of Europe values in the geographical area of the SEM region.

### ***Regional multilateral activities***

One of the singularities of the Centre is also to provide a neutral space, in particular with the Lisbon Forum, for multilateral exchanges and activities.

The North-South Centre activities allow for South-South cooperation among countries whose mutual relationships do not always allow easy dialogue on specific subjects such as democracy, women's role in politics or society, or elections. Through its activities, the Centre plays an interface role that facilitates dialogue and exchange of experience and good practices among the different categories of actors and the different countries.

### ***Focus on Future Democratic Leaders***

The Centre contributes to processes of democratic consolidation in Council of Europe member states (and in the future also in neighbouring regions) through education for democratic citizenship and intercultural dialogue. To consolidate processes of democratisation, actions towards civil society and youth and women are needed, as these groups represent emergent forces in their countries, and will be the future executives and leaders who will shape their States' development. Moreover, in specific contexts where governments are not easily accessible, they constitute the only accessible target group.

## MAIN FINDINGS

- MF9. The North-South Centre has carried out activities supporting the consolidation of democratisation processes and political participation of women and youth in the geographical area of the neighbouring policy.
- MF10. The recent tragic events in Paris, Copenhagen and Tunis have brought back to the political agenda the importance of intercultural dialogue and highlighted the relevance of the specific positioning of the Centre.
- MF11. Thanks to its membership options for non-Council of Europe member states and its location in Lisbon, the North-South Centre offers a platform where the Council of Europe and its neighbouring countries of the South can discuss and work on an equal footing.
- MF12. The Lisbon Forum offers a neutral space for regional and multilateral activities and promotes north-south and south-south cooperation.
- MF13. With its quadripartite configuration (bringing together representatives of governments, national parliaments, local and regional authorities and civil societies), the North-South Centre provides an interface and plays a political dialogue facilitator role.
- MF14. The North-South Centre has a long-lasting connection with civil society at global and in particular Sub-Saharan African level but will need some time to develop significant networks in the SEM region.

## Conclusions and possible scenarios for the future

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### EVALUATION CONCLUSIONS

*To what extent has the work of the North South Centre become more focused with regard to geography (areas covered by the Council of Europe's neighbourhood policy), thematic coverage (democratic development and consolidation through global and development education and intercultural dialogue) and target groups (youth and women)?*

Following the recommendations of the GT-CNS - endorsed by the Ministers' Deputies in May 2013, the North-South Centre conducted more activities dedicated to the geographical areas covered by the Council of Europe's neighbourhood policy during the 2013-2015 period than before, however it did not focus all of its activities on this area mainly for contractual reasons. The Centre has continued its activities related to global education in the framework of the JMA with the EU and introduced new courses on intercultural dialogue and democratic citizenship to its training programme.

With the exception of the Lisbon Forum and the North-South Prize, that address larger audiences, the Centre's activities did mostly focus on youth and women. The Centre has implemented the activities foreseen in the action plan agreed with the GT-CNS with a few exceptions.

*To what extent is the Centre acting in closer coordination with relevant Council of Europe bodies and entities and thereby creating more synergies than before?*

The North-South Centre strived to strengthen the links with Headquarters, multiplying visits and workshops in Strasbourg during the period. It also reinforced its communication activities with the general public, aligned its communication tools with the Headquarters standards and thus contributed to enhance the visibility of Council of Europe activities and instruments.

Both the North-South Centre staff and Headquarters counterparts made efforts to better coordinate, which in some cases led to successful cooperation. But due to the limited scope of resources and activities of the Centre, capacity issues regarding the organisation of high-level intergovernmental events, and in some cases to different expectations from both parties about the content and form of cooperation, synergies have to date not been very significant. Such synergies could nevertheless be developed in the future, especially if the North-South Centre can further strengthen its civil society networks in the SEM region.

Moreover, due to the relevance of its intervention and positioning in this field, it would be worth integrating the Centre better into the mainstream work of the Council of Europe on intercultural dialogue.

***To what extent has the Centre further developed its role as an interface between the Council of Europe and the neighbouring countries in the South?***

The North-South Centre has to date limited financial and human resources that restrict its ability to play a substantial role in the implementation of the Council of Europe's neighbourhood policy. Nevertheless with the Lisbon Forum and its activities supporting the consolidation of democratisation processes and political participation of women and youth, the Centre has facilitated the rapprochement of stakeholders from Council of Europe member states and the SEM region.

The recent tragic events in Paris, Copenhagen and Tunis have brought back to the political agenda the importance of intercultural dialogue and highlighted the relevance of the specific positioning of the North-South Centre. Thanks to its membership options for non-Council of Europe member states, its location in Lisbon and its quadripartite configuration (bringing together representatives of governments, national parliaments, local and regional authorities and civil societies), the North-South Centre offers a platform where the Council of Europe and its neighbouring countries of the South can discuss and work on an equal footing.

The Centre plays an interface role between the Council of Europe and the neighbouring countries in the South, but also a political dialogue facilitator role in the South-South dimension.

The North-South Centre has a long-lasting connection with civil society at global and in particular Sub-Saharan African level but will need some time to develop significant networks in the SEM region.

## **OPTIONS FOR THE FUTURE OF THE NORTH-SOUTH CENTRE**

This evaluation assessed the degree to which the North-South Centre has implemented the recommendations of the GT-CNS. The findings of the evaluation do not lend themselves to a decisive conclusion on the future of the Centre. The DIO therefore does not make recommendations for the Centre nor the Council of Europe. However, on the basis of the discussions held, several scenarios for the future of the North-South Centre can be envisioned:

**The first scenario is the maintenance of the status quo.** This means to continue running the Centre in Lisbon and further develop synergies with Headquarters. With its limited funding volume and contractual obligations, the Centre's programmatic impact in the neighbourhood countries will remain marginal due to the small size of its operations, unless new and larger member states join the Partial Agreement. The supervision and support of the Centre by Headquarters will remain labour intensive and ODGP is planning to disengage from the organization of the Lisbon Forum that it had significantly supported since 2012. The benefits of this scenario include the

continuation of working with SEM countries on an equal footing, organising regional activities for the neighbourhood cooperation in Lisbon (provided sufficient capacity for this is developed or otherwise provided), pursuing the work on global education and intercultural dialogue in Europe and the neighbouring regions, and maintaining networks and partnerships with development actors who see the Centre not as part of a big institution.

**The second scenario is the strengthening of the North-South Centre through integration into a newly established regional centre for neighbourhood cooperation and intercultural dialogue.** This scenario would require additional resources and the transfer of staff from the Directorate General of Democracy and the Office of the Directorate General of Programmes to Lisbon. The North-South Centre as a partial agreement would co-exist, share offices and receive management support from Council of Europe staff funded by the ordinary budget as part of a regional centre. It would offer the possibility of coordinating the neighbourhood cooperation from Lisbon at geographic proximity to the SEM region and of organising regional events on neutral grounds. Furthermore, this scenario would also offer the possibility of giving the North-South Centre a key or even coordinating role in the Council of Europe's work on intercultural dialogue. The current focus of the intercultural dialogue promoted by the Council of Europe is on European societies. However, at the heart of this dialogue is in particular the mutual understanding of occidental and oriental cultures. The current increase of xenophobia in Europe and radicalization in SEM societies shows the importance of intercultural dialogue not only within but also between societies. The Council of Europe through the North-South Centre could play a stronger role in promoting intercultural dialogue with SEM countries on an equal footing. Disadvantages of this scenario relate to the increased challenges of coordinating with Headquarters and the increased geographic distance from other areas of the neighbourhood policy, namely Central Asia. These might be mitigated by having one staff member in Strasbourg facilitating coordination.

**The third scenario is the transfer of (some) North-South Centre staff and functions to Strasbourg.** These could be integrated into the Directorate General of Democracy, the Office of the Directorate General of Programmes, and/or the Directorate of External Relations in order to facilitate coordination with Headquarter-based operations in these programmatic areas. In this scenario the programmes entrusted to the Centre/Partial Agreement will continue to be implemented but from Strasbourg. High-level events such as the Lisbon Forum and North-South Prize could continue to take place in Lisbon. This scenario would save resources and reduce coordination efforts. The programmes run by the Centre could better benefit from central services of the Council of Europe. However, given the current staff and financial resource situation of the Centre, the “assets” that could be transferred to Strasbourg would be very

marginal. Furthermore, traditional cooperation with development partners will be hampered by integrating the Centre into the structure of Headquarters. Most importantly, a transfer of the Centre to Strasbourg might legally not be possible since the North-South Centre is statutorily based in Lisbon.

**The fourth scenario is the closure of the Centre.** This might happen if the Committee of Ministers takes a decision to that effect. A closure of the Centre would save support and coordination efforts at Headquarters. However, it will result in a loss of (i) experience and competencies, in particular in global education, (ii) networks and partnerships with development actors and civil society, (iii) the North-South Centre brand, and (iv) an opportunity of working with the SEM countries in a convenient location for promoting south-south cooperation. Moreover, it would send a negative message in particular to new and prospective members, as well as the non-Council of Europe member states of the Partial Agreement.

## Appendix

### LIST OF INTERVIEWEES

Surname	First Name	Institution	Function	Date of Interview
AHMAD	Nazim	Aga Khan Development Network Delegation of the Ismaili Imamat in Lisbon	Representative	10/03/15
BAHRI	Saloua	Tunisian Embassy in Lisbon	Ambassador	25/03/15
BARON	Emmanuel	Council of Europe - DGII, Directorate of Human Dignity and Equality, Equality and Human Dignity Department	Programme Manager	05/03/15
BATTAINI - DRAGONI	Gabriella	Council of Europe	Deputy Secretary General	25/03/15
BOETZELEN	Philipp	Council of Europe - DG II, Directorate of Democratic Citizenship and Participation, Youth Department	Research and Youth Policy Officer - Partnership between the European Commission and the Council of Europe in the field of youth	05/03/15
CAGNOLATI	Antonella	Council of Europe	Former Council of Europe staff and North-South Centre Director ad interim	17/03/15
CASTRO MENDES	Luis Filipe	North-South Centre Executive Committee Permanent Representation of Portugal	Ambassador	05/03/15
FASINO	Roberto	Parliamentary Assembly of the Council of Europe (PACE), Culture and Sustainable Development Department	Head of Department	05/03/15
FERNANDEZ- GALIANO	Eladio	Council of Europe - DGII, Directorate of Democratic Governance, Democratic Initiatives Department	Head of Department	06/03/15
GARABAGIU	Angela	Parliamentary Assembly of the Council of Europe (PACE), Committee on Culture,	Secretariat of the Parliamentary Assembly	05/03/15



Surname	First Name	Institution	Function	Date of Interview
		Science, Education and Media		
GOMES	Rui	Council of Europe - DGII, Directorate of Democratic Citizenship and Participation, Youth Department	Head of Non-Formal Education and Training Division	06/03/15
GRACA	Miguel	Portuguese Ministry of Foreign Affairs	Director for International Political Organisations	10/03/15
HEYDT	Jean-Marie	North-South Centre Executive Committee Conference of INGOs of the Council of Europe	Chair of the Executive Committee of the North-South Centre Former Chair of the Conference of INGOs	06/03/15
HENRIQUES	Andreia	North-South Centre	Youth Co-operation Programme Manager	11/03/15
HUBER	Denis	Secretariat of the Congress of Local and Regional Authorities of the Council of Europe	Executive Secretary of the Chamber of Regions Former Executive Director of the North-South Centre	06/03/15
KASSAM	Rahim	Aga Khan Development Network Delegation of the Ismaili Imamat in Lisbon	Executive Officer	10/03/15
KOSTENKO	Olga	Parliamentary Assembly of the Council of Europe (PACE), Committee on Migration, Refugees and Displaced Persons	Secretariat of the Parliamentary Assembly	04/03/15
LAPPALEINEN	Rilli	CONCORD	Secretary General of CONCORD Member of the Executive Committee of the North-South Centre	16/03/15
LUCIANI	Claudia	Council of Europe, DGII, Directorate of Democratic Governance	Director	06/03/15
LUDOVICE	José Frederico	North South Centre	Executive Director	10/03/15
MARKOVIC	Snezana	Council of Europe, DGII	Director General of Democracy	06/03/15
MENDES	Monica	North-South Centre	Financial Officer - HR Correspondent & Relations with Host Country	11/03/15

Surname	First Name	Institution	Function	Date of Interview
MORALES-FERNANDEZ-SHAW	Pilar	Council of Europe, ODGP, Neighbouring Regions Division	Head of Division	05/03/15
NEVES POCINHO	Paulo	Permanent Representation of Portugal	Deputy Permanent Representative	05/03/15
PAPA	Miroslav	Permanent representation of the Republic of Croatia	Ambassador	04/03/15
PERERVA	Yulia	Council of Europe, DGII, Directorate of Democratic Citizenship and Participation, Education Department, Education Policy Division	Citizenship and Human Rights Education Policy Programme Coordinator	13/03/15
PETROVIC	Snezana	Permanent Representation of the Republic of Serbia	Deputy to the Permanent Representative of the Republic of Serbia to the Council of Europe	04/03/15
PIRCHNER	Markus	European Commission, DEVCO	EU task manager of the North-South Centre	17/03/15
RAHALI	Abdelali	Embassy of Morocco in Lisbon	First Counsellor	11/03/15
RAMANAUSKAITE	Aiste	Parliamentary Assembly of the Council of Europe, Committee on Social Affairs, Health and Sustainable Development	Secretariat of the Parliamentary Assembly	05/03/15
ROTHEMUND	Antje	Council of Europe, DGII, Directorate of Democratic Citizenship and Participation, Youth Department	Head of Department	05/03/15
SAQUI	Karima	European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR)	Neighbourhood South – Regional Programmes Neighbourhood South	26/03/15
SHEERIN	Niall	North-South Centre	Deputy to the Executive Director	10/03/15
SILVA	Miguel	North-South Centre	Global Education Programme Manager	11/03/15
TAUBNER	Zoltan	Council of Europe, Directorate of External	Director	06/03/15

Surname	First Name	Institution	Function	Date of Interview
		Relations		
TAYLOR	Verena	Council of Europe, ODGP	Director	02/04/15
De TORRES MURO	Federico	Permanent Representation of Spain	Deputy Permanent Representative	05/03/15
TOUROUGUI	Hicham	Embassy of Morocco in Lisbon	Counsellor	11/03/15
VILEN	Jari	European Union Permanent Representation to the Council of Europe	Ambassador	23/03/15
VINHAS	Rui	Portuguese Ministry of Foreign Affairs	Deputy Director General for Foreign Policy	10/03/15

## DOCUMENTARY ANALYSIS

The documentary analysis included an in-depth review of the following documents:

- The report of the GT-CNS on the future of the North-South Centre and other strategic documents related to the North-South Centre and its mission
- Reports on implementation of North-South Centre activities 2011-2014, including interim report on implementation of GT-CNS recommendations
- Calendars of planned activities 2013-2015
- Descriptions of action of the South Programme (phase 1 and 2)
- Neighbourhood co-operation priorities with Morocco, Tunisia and Jordan (2012-14 and 2015-17)
- Interim and final implementation reports for neighbourhood cooperation in Morocco, Tunisia and Jordan 2012-14
- More specific documentation related to the individual programmes and activities of the North-South Centre
- Documents related to the Joint Management Agreement with the EU

Additional documents were screened to varying degrees of detail. The entire list of documents is below:

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- Council of Europe, Parliamentary Assembly (Strasbourg, 5 October 2012). “PACE Bureau seeks support for the North-South Centre and its work to assist Arab countries in transition”. *News Release*.
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- Council of Europe, Secretary General, Secretariat of the Committee of Ministers (DD(2012)1062. 19 November 2012), “SG Proposal for Enhance Focus for North-South Centre”. 1156<sup>th</sup> meeting of the Minister’s Deputies with Item reference 1.5 Reflexion on the future of the European Centre for Global Interdependence and Solidarity (North-South Centre) - Creation of an open-ended ad hoc working party of the Committee of Ministers.
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## THE NORTH-SOUTH CENTRE PLAN OF ACTIVITIES AND ITS IMPLEMENTATION

Activity Cluster	Proposed Activity	Implementation
<b>YOUTH PROGRAMME</b>		
Structured participation in the democratic reform process	<p><b>NGO meeting/exchanges</b> with NGOs from countries of the South and Central/Eastern Europe at Mediterranean University on Youth and Global Citizenship in Hammamet, Tunisia (1-8 July 2013)</p>	<ul style="list-style-type: none"> <li>• First edition of MedUni was held at the International Cultural Centre in Hammamet, Tunisia, on the theme of “Democratic Citizenship” on 1-8 July 2013. Workshop was held on “Civil society actors in democratic transformations: Sharing the experience of Central and Eastern European NGOs”. A pilot activity was organised on the topic of Structured Participation.</li> <li>• Second edition of MedUni 2-9 June 2014 focused on “Youth Opportunities” and in particular addressed the participation of young people in democratic processes (policy and decision making). Training activity “Capacity-Building Activity on Structured Participation in Democratic Processes” was organised.</li> </ul>
	<p><b>Follow-up and framing of an action plan</b> with NGOs from countries of the South and experts at Mollina Global University on Youth and Development in Mollina, Spain (September 2013)</p>	<p>The 15th edition of the UYD was held from the 21st to the 28th of September 2014 in Mollina (Spain) under the Joint Theme “Youth Opportunities”.</p>

Activity Cluster	Proposed Activity	Implementation
	<p><b>Evaluation and prospects</b> by quadrilogue representatives of Council of Europe member states and countries of the South at Lisbon Forum</p>	<p>Lisbon Forum was held in December 2013 on “Valuing civil society as actor of governance: Perspectives for the South Mediterranean”.</p>
	<p><b>Exploratory meeting on the SPIRAL approach in the countries of the Mediterranean</b> with quadrilogue representatives from the countries of the South (in particular Morocco and Tunisia) at the Mediterranean University on Youth and Global Citizenship (1-8 July 2013)</p>	<p>Based on the Interim Implementation Report for Neighbourhood Co-operation priorities for Morocco, an exploratory meeting with representatives of the countries of the South Mediterranean was planned to discuss whether activities based on the SPIRAL approach could be extended to those but the documentation does not provide any evidence that activities are undertaken in this area of work.</p> <p><i>SPIRAL: Societal Progress Indicators and Responsibility of All. The SPIRAL approach aims at developing local and national processes of consultation and social cohesion in order to enable youth and women to play an active role in local life.</i></p>
<p><b>AND</b> Training on global democratic citizenship and intercultural dialogue</p>	<p><b>Verification of the feasibility of the project: exploratory contacts and meetings</b> in Tunis, Brussels and Rabat</p>	<p>Preparatory meetings for discussing the extension of the global education programme to the Southern Mediterranean region were held with representatives from concerned countries in June and September 2014.</p>
	<p><b>Adaptation and translation into Arabic of the guidelines for education in democratic citizenship</b></p>	<p>Guidelines were translated into Arabic in 2014.</p>

Activity Cluster	Proposed Activity	Implementation
<b>AND</b> Young people and the media	Depending on the results [from exchanges of the Centre with other Council of Europe entities], <b>organisation of a seminar: launch of a training programme for young journalist and bloggers on intercultural dialogue and the role of the media in a democracy</b> at the Mediterranean University on Youth and Global Citizenship in Hammamet, Tunisia (1-8 July 2013)	At the MedUni in Hammamet 2013, round table was organised on “New Media and Youth Participation”.
	<b>Evaluation and prospects</b> by quadrilogue representatives of Council of Europe member states and countries of the South at Lisbon Forum	Lisbon Forum was held in September 2014 on “Electoral processes and democratic consolidation in the countries of the southern Mediterranean”. <b>Round Table: “Election and media: Influence or Inform?”</b> No specific focus on youth.



Activity Cluster	Proposed Activity	Implementation
<b>Women's Programme</b>		
Women's access to politics	<b>National workshop on the North-South process for the empowerment of women</b> with quadrilogue representatives and particularly Tunisian women associations at the Mediterranean University on Youth and Global Citizenship (Hammamet, 1-8 July 2013)	National workshop on "The political participation of women in politics: Key factor for dialogue and democratic consolidation" held on 17 March 2014 in Tunis.
	<b>National workshop on the North-South process for the empowerment of women</b> with quadrilogue representatives and particularly Moroccan women associations in Tétouan, Morocco (July 2013)	National workshop on "Enhancing women's access to political life in the Mediterranean: challenges and opportunities. The example of Morocco" held on 28 March 2014 in Tétouan.

Activity Cluster	Proposed Activity	Implementation
	<p><b>International conference of the North-South process for the empowerment of women (evaluation of previous activities and definition of future actions)</b> with quadrilogue representatives of the Council of Europe member states and countries of the South, in particular national and local elected representatives in Rabat, Morocco (October-November 2013)</p>	<p>3<sup>rd</sup> International Conference of the North-South Process for Empowering Women was held on 17-18 June 2014 in Rabat.</p>
	<p><b>Evaluation and prospects</b> by quadrilogue representatives of the Council of Europe member states and countries of the South at Lisbon Forum *December 2013)</p>	<p>Lisbon Forum was held in September 2014 on “Electoral processes and democratic consolidation in the countries of the southern Mediterranean”. Participation of women in electoral processes.</p>
<p><b>Or</b> Women and the media</p>	<p><b>TBD</b></p>	<p>During the 3<sup>rd</sup> International Conference on "The participation of women in political life in the South and East of the Mediterranean: Challenges and Opportunities" a session was devoted to «The media as instruments for the promotion of the role of women».</p>

Activity Cluster	Proposed Activity	Implementation
<p><b>Or</b> Fighting violence against women – contribution to promotion of the Istanbul Convention</p>	<p><b>North-South Centre’s contribution to promoting the principles of the Istanbul Convention</b> at Mediterranean University on Youth and Global Citizenship in Hammamet, Tunisia</p>	<p>Side event on the prevention and fight against violence against women was held on 18 June 2014 at the 3rd International Conference on "The participation of women in political life in the South and East of the Mediterranean: Challenges and Opportunities".</p>
<p><b>Or</b> Prevention of trafficking in human beings</p>	<p><b>Organisation of a regional event for the promotion of the Council of Europe’s work in this field</b></p>	<p>No evidence was found in the documentation for this event.</p>