

**The EU funds available for Local and
Regional Authorities from the Southern and
Eastern Mediterranean Countries:
information guide**

**The report was written by
Aston Centre for Europe - Aston University.
It does not represent the official views of the Committee of the Regions.**

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Catalogue number: QG-31-13-400-EN-C
ISBN: 978-92-895-0654-0
DOI: 10.2863/65225

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Introduction

The report is organised according to the following structure. Section 1 identifies those EU funds and programmes to which the sub-national authorities from the Southern and Eastern Mediterranean countries have access. Section 2 considers each of the countries from the Southern and Eastern Mediterranean in turn, exploring the institutional framework that local and regional authorities (LRAs) operate within, and identifying sectors that are particularly relevant for each country's individual development potential. Section 3 briefly describes some of main lessons learnt from previous EU experience gained in the implementation of EU-funded programmes at the LRA level in the Southern and Eastern Mediterranean. Section 4 considers how LRAs in the countries of the region can improve their access to EU funds and programmes. A number of recommendations are made which are based on the experience of other countries in implementing LRA development programmes, and also on the country-specific conditions present within the countries of the Southern and Eastern Mediterranean.

1. EU financial assistance available to LRAs in Southern and Eastern Mediterranean Countries

This section identifies those EU funds and programmes available to the sub-national authorities from Southern and Eastern Mediterranean countries. There are two main types of financial instruments used in EU external cooperation with third countries. First, there are *geographic* instruments, used for bilateral and multilateral cooperation with the country/countries concerned. Second, there are *thematic* instruments, used for bilateral and multilateral cooperation, but which cover a wider range of countries than geographic instruments.

1.1 Geographic Instruments available to LRAs in Southern and Eastern Mediterranean countries

The Cross-Border Co-operation (CBC) programme (Southern and Eastern Mediterranean region)

The CBC programme supports cross border co-operation projects between EU Member States and partner countries along the external borders (land and sea) of the EU.¹ The CBC strategy has four key objectives:

- Promote economic and social development in border areas;
- Address common challenges;
- Ensure efficient and secure borders;
- Promote people-to-people cooperation.

The land border programmes are carried out in conjunction with Eastern Partnership (EaP) countries only, and do not apply to Southern and Eastern Mediterranean countries. There is one sea basin programme in which all countries of the Southern and Eastern Mediterranean countries can participate: the Mediterranean Sea Basin Programme. In addition, Italy and Tunisia participate in the Italy-Tunisia sea crossing programme.² The CBC programmes are open to LRAs and non-government actors.

¹Further details are available from: http://ec.europa.eu/europeaid/where/neighbourhood/regional-cooperation/enpi-cross-border/index_en.htm.

² See <http://www.italietunisie.eu/>.

Mediterranean Sea Basin Programme

URL: <http://www.enpicbmed.eu/programme>

Programme overview

This multilateral cross-border cooperation forms part of the European Neighbourhood Policy (ENP) and of its financing instrument (European Neighbourhood and Partnership Instrument - ENPI) for the 2007-2013 period. Its core objective is to reinforce cooperation between the European Union (EU) and partner countries' regions situated along the shores of the Mediterranean Sea.

Fourteen participating countries, which represent 76 territories and around 110 million people, are eligible under the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Occupied Palestinian Territory, Portugal, Spain, Syria and Tunisia.

The Operational Programme establishes a strategic framework of four priorities jointly defined by the participating countries:

1. promotion of socio-economic development and enhancement of territories;
2. promotion of environmental sustainability at basin level;
3. promotion of better conditions and modalities for ensuring the mobility of persons, goods and capital;
4. promotion of cultural dialogue and local governance.

Public and private actors organized in Mediterranean cross-border partnerships were invited to submit projects proposals following the launch of public calls, which were widely publicized. Intended beneficiaries include LRAs, NGOs, local associations, development agencies, universities and research institutes, as well as private actors operating in the sectors at which the Programme was aimed.

The latest news and information on past, present and future projects is available from: <http://www.enpicbmed.eu/projects/projects-news>.

Eligible territories in Southern and Eastern Mediterranean countries

Algeria

Tlemcen, Aïn Témouchent, Oran, Mostaganem, Chlef, Tipaza, Alger, Boumerdès, Tizi Ouzou, Béjaïa, Jijel, Skikda, Annaba, El Taref.

Egypt

Marsa Matruh, Al Iskandanyah, Al Buhayrah, Kafrash Shaykh, Ad Daqahliyah, Dumyat, Ash Sharquiyah, Al Isma'iliyah, Bur Sai'id, Shamal Siná.

Israel

Hadarom, Tel Aviv, Hamerkaz, Haifa, Hazafon.

Jordan

Irbid, Al Balga, Madaba, Al Karak, al-Tafilah, Al Aqaba.

Lebanon

The entire territory:

Al Jabal Lunban, Bayrut, As Samal.

Libya

Nuquat Al Kharms, Al Zawia, Al Aziziyah, Tarabulus, Tarunah, Al Khons, Zeleitin, Misurata, Sawfajin, Surt, Ajdabiya, Banghazi, Al Fatah, Al Jabal, Al Akhdar, Damah, Tubruq.

Morocco

Oriental, Taza, Al Hoceima, Taounate, Tanger-Tetouan.

Palestinian Authority

The entire territory.

Syria

Latakia, Tartous.

Turkey

Tekirdag, Balikesir, Izmir, Aydin, Antalya, Adana, Hatay.

Management

As main decision-making body, the Joint Monitoring Committee, composed of the representatives of the participating countries, supervises and ensures the quality and effectiveness of Programme implementation and approves projects for funding. The Joint Managing Authority, the Autonomous Region of Sardinia (Italy), is responsible for the operational and financial management of the Programme. As such, this body constitutes the main point of contact for projects that have been approved and financed by the Programme, although queries relating to prospective projects are also welcomed. The JMA is also supported by a Joint Technical Secretariat, an international bureau also located in Cagliari while a network of National Contact Points contributes to the promotion of

Programme opportunities and results in the eligible territories. Any queries about previous or ongoing projects should be directed here.

Joint Managing Authority contact details

Regione Autonoma della Sardegna

Via Bacaredda, 184

09127 Cagliari - Italy

Tel: +39 070 606 2482

Fax: +39 070 400 359

E-mail: enpi.med@regione.sardegna.it

National points of contact

In addition, points of contact for each country can be found at this link:

http://www.enpicbmed.eu/documenti/30_153_20120110164525.pdf

CBCMED Mailing List

To sign up to the CBCMED mailing list, fill in the form at:

<http://enpicbmed.us4.list-manage.com/subscribe?u=ba6874c4d5e1c74050f0696af&id=5020afdfb3>

Financial resources

The ENPI CBC "Mediterranean Sea Basin" Programme has a budget of € 173 million, coming from the European Regional Development Fund (ERDF) and the Heading Four of the EU budget ("EU as global partner"). Projects can be funded up to a maximum of 90 per cent, while partners have to provide a minimum of 10 per cent co-financing. Funds are allocated according to the schematic areas described in Table 1.

Table 1. Budget allocation for Mediterranean Sea Basin programme

PRIORITIES	MEASURES	BUDGET ALLOCATION (Euros)
1. Promotion of socio-economic development and enhancement of territories	1.1 Support to innovation and research in the process of local development of the Mediterranean Sea Basin countries	68, 748, 500
	1.2 Strengthening economic clusters, creating synergies among potentials of the Mediterranean Sea Basin countries	40%
	1.3 Strengthening the strategies of territorial planning by integrating the different levels, and promotion of socio-	
2. Promotion of environmental sustainability at the basin level	2.1 Prevention and reduction of risk factors for the environment and enhancement of natural energy effectiveness to contribute addressing climate change	51, 561, 375 30%
3. Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capital	3.1 Support to people flows among territories as a means of cultural, social and economic enrichment	17, 187, 125
	3.2 Improvement of conditions and modalities of circulation of goods and capital among the territories	10%
4. Promotion of cultural dialogue and local governance	4. 1 Support to mobility, exchanges, training and professionalism of young people	34, 374, 250
	4.2 Support to the artistic creativity in all its expressions to encourage dialogue among communities	20%
	4.3 Improvement of governance processes at the local level	

Up to September 2012, 29 percent of EU funds for Priority One had been allocated, 39 per cent for Priority Two, 6 per cent for Priority Three and 18 per cent for Priority Four.³ Funding for the 2013-2020 period has yet to be determined.

³ See ENPICBCMED at: http://www.enpicbcmec.eu/sites/default/files/grant_contracts_awarded_17.09.2012.pdf.

The Italy-Tunisia Programme (ENPI-CBC IT-TN)

URL: <http://www.italietunisie.eu/>

Programme Overview

The aim of the ENPI-CBC IT-TN Programme is to promote the economic, institutional, and cultural integration between the Tunisian and Sicilian regions through a joint sustainable development process in the context of the cross border cooperation.

The priorities of the programme are:

- 1. Regional development and integration:* supporting the development and integration of key economic sectors, promotion of the flow of goods, promotion of research and innovation, and institutional cooperation to promote regional development;
- 2. Promoting sustainable development:* efficient management of resources in agriculture and fishery, protection and enhancement of natural and cultural heritage, and supporting development of renewable energy sources;
- 3. Cultural and scientific cooperation and support to networking:* enhancing cooperation on association level, training and exchange of youths and students.

The latest news and information on past, present and future projects is available at:

http://www.italietunisie.eu/index.php?option=com_content&view=section&layout=blog&id=1&Itemid=54&lang=fr

Eligible territories in Tunisia

- Ariana Governorate
- Governorate of Beja
- Ben Arous
- Bizerte Governorate
- Nabeul Governorate
- Jendouba
- Manouba Governorate
- Tunis Governorate

Management

The Joint Monitoring Committee

The JMC includes: a delegation from each country participating in the program, including one member appointed by each State; a representative of the European Commission is invited to attend meetings of the Joint Monitoring Committee as an observer and without any decision-making power; and it is the decision-

making body of the programme, leaving executive functions to the Joint Managing Authority.

The Joint Managing Authority (JMA)

In accordance with the agreement between Italy and Tunisia, the responsibility for the management of the programme is assigned to the Region of Sicily (Italy), based in Palermo. As the executive body of the program, it is responsible for the management and implementation of the Programme.

Joint Managing Authority contact details

Programme Director: Mr. Felice Bonanno
General manager, Department of Programming
Piazza Sturzo, 36 90139 PALERMO

E-mail: dipartimento.programmazione@regione.sicilia.it

The Joint Technical Secretariat (JTS)

The JTS is responsible for the daily management of the programme, and is based in Palermo.

Joint Technical Secretariat contact details

Anna Dorangricchia, STC Coordinator
Tel + 39 091 7070 006 – 7070093

E-mail: projets@italietunisie.eu

ITA-TUN Mailing List

To sign up to the *ITA-TUN* mailing list, fill in the form at:

http://www.italietunisie.eu/index.php?option=com_content&view=category&layout=blog&id=45&Itemid=75&lang=fr

Financial resources

The Italy-Tunisia Programme has funding from the EU for the period 2007-2013 of €22.7 million. Table 2 shows the planned allocation of financial resources according to the programme priorities outlined above. Projects can be funded up to a maximum of 50 per cent, while partners have to provide a minimum of 50 per cent co-financing.

Table 2. Budget allocation for Italy-Tunisia CBC programme

	Contribution	Share	Co-financing	Total (€)
Priority 1	13603369	60%	1360336	14963705
Priority 2	4534456	20%	453445	4987901
Priority 3	4534456	20%	453445	4987901
Total	22672281	100%	2267228	24939509

Source: ITA-TUN website

The European Neighbourhood Programme for Agriculture & Rural Development (ENPARD)

Programme Overview

ENPARD is a new policy initiative, part of the EU's commitment to inclusive growth and stability in its Neighbourhood, which recognises the potential importance of agriculture in terms of food security, sustainable production and rural employment. In the 2014-2020 programming period, partner countries are required to indicate three sectors for cooperation with the EU. ENPARD was established by two joint Communications of the European Commission and the European External Action service of March and May 2011. The EU offers a dialogue on ENPARD to all partner countries, and is prepared to assist in implementing ENPARD policies and related reforms for all those committed to making agriculture/rural development a focal sector in their cooperation with the EU. This will include assistance in preparing long-term agricultural and rural development strategies with all the relevant stakeholders, and in building necessary institutional capacities at national and local levels.

Through ENPARD, the EU aims to meet the needs of Southern Mediterranean countries and to further a more inclusive growth, through the identification and implementation of operations that can be funded under its new SPRING ('Support for Reforms, Partnership and Inclusive Growth') programme and that meet three objectives: (1) to improve farmers' revenue and rural employment, in particular among young people; (2) to increase the productivity of production systems, improving at the same time the quality of products and the capacity to adapt to changes; and (3) to reinforce organizational and institutional capacities and adherence to the operational principles of good governance. To achieve these objectives, a multi-annual work programme will be set through a dialogue with national partners.

The Mediterranean Agronomic Institute of Montpellier of the International Centre for Advanced Mediterranean Studies (IAMM-CIHEAM) has been tasked with the mission of accompanying this initiative in Morocco, Tunisia, Egypt and Jordan. This mission will last 30 months (January 2012-June 2014) and will be divided into two phases: a preparatory phase to identify the initiatives to be reinforced and to prepare the countries' action plans by June 2012; the second phase will include the initiation of a national dialogue to implement ENPARD by June 2014.

ENPARD will draw on the EU experience of reforming agriculture and rural areas in pre-accession countries and will take into account the diversity of experiences and efforts in partner countries. ENPARD also adopts a strategic and holistic approach with a strong focus on civil society and sector

stakeholders' participation. Particular attention will be paid to building the institutional capacity of local and regional administrations.

The national sector strategy, defining the challenges and objectives of sectors, is the basis of a policy dialogue between the EU and its partners. For ENPARD the dialogue should result in joint multi-annual work programmes, prepared by partner countries and agreed with the EU, in which countries define their aims for agriculture and rural development policies. Such dialogue will also facilitate regional exchanges and help identify pilot actions, where relevant.

Financial resources

The precise modalities of ENPARD are not yet known as the programme is still under development. In the short-term, ENPARD will focus on promoting policy dialogue on medium- to long-term strategies for the development of agriculture and rural areas; pilot activities in capacity building initiatives; complementing current agricultural programmes; generating analysis of current agriculture and rural development policies.

In the medium-term, multi-annual programming is expected to be carried out over the 2014-2017 period, beginning in 2013. The ENPARD will be financed from ENI country bilateral envelopes for which agriculture/and or rural development is a priority.

The Cooperation in Urban Development and Dialogue (CIUDAD) programme

Programme Overview

The CIUDAD programme aims to help local governments in the ENPI region enhance their capacity to plan for sustainable, integrated and long-term urban development using good governance principles.⁴ It does this through capacity building and by promoting mutual understanding, exchange of experience and cooperation between local actors in the EU and in Partner Countries, including those of the Southern and Eastern Mediterranean region, in the implementation of common projects.

By creating new partnerships and strengthening existing ones among local and regional authorities in the Southern and Eastern Mediterranean region (South-South, East-East and South-East partnerships), it also hopes to achieve long-term benefits extending beyond the life of the programme. It has initiated programmes in good governance and sustainable urban development (e.g. environment, energy, economic development and reduction of social

⁴Further details are available from: <http://www.ciudad-programme.eu>.

disparities), involving co-operation with LRAs and civil society. A second phase of CIUDAD (II) is planned, and is expected to be launched in 2013.

During the first phase, projects covering one or more of the following themes were eligible:

- Environmental sustainability and energy efficiency;
- Sustainable economic development and reduction of social disparities, and;
- Good governance and sustainable urban development planning.

A number of the successful applications cover more than one theme. The cross-cutting theme "good governance" is addressed by the majority of the grant projects. "Waste and Water" is most strongly represented in the ENPI South region.

As part of the technical assistance to the CIUDAD grant projects, the CIUDAD Supporting Mechanism has conducted a number of training workshops. These have helped capacity building in the project partners in practical issues at the early stages of project implementation, such as assuring appropriate financial management and reporting, updating and adjusting project planning, and ensuring the visibility of project actions.

Management

The CIUDAD South Supporting Mechanism is based in Tunis.

CIUDAD Supporting Mechanism Office Tunis

Rue du Lac de Constance

REGUS Carthage Center, Bloc A - 2ième étage

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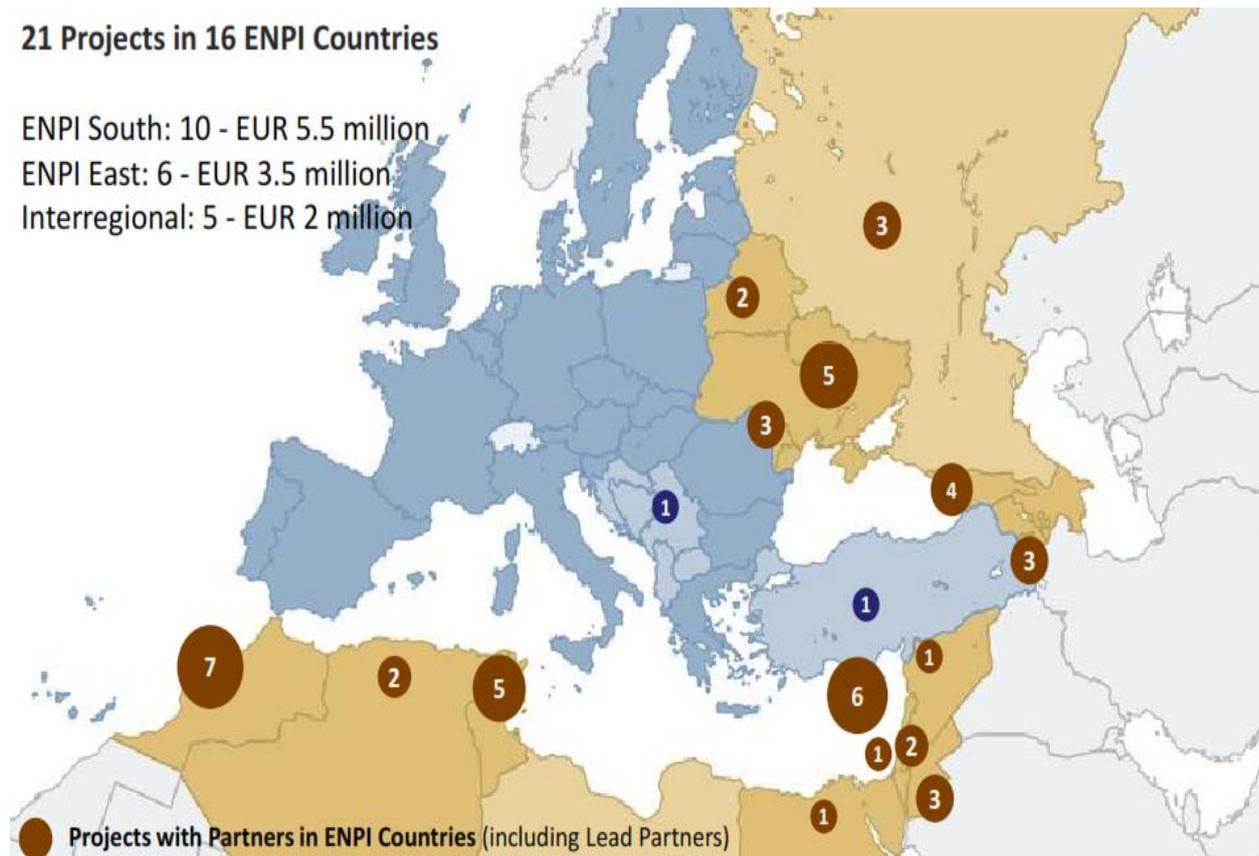
Financial resources

Following the Call for Proposals in early 2009, a total of 21 projects were awarded a co-financing grant ranging from €400,000 to €650,000 for projects lasting up to 48 months. The total budget for all ENPI and EU countries was €14 million. The implementation of projects started in the first quarter of 2010, after signing of the grant contracts with the European Commission. As such, no further funds are available for the first phase. The distribution of funds and projects across the Southern and Eastern Mediterranean region is illustrated in

Figure 1. A second phase – CIUDAD II - of CIUDAD is expected to start in 2013.

Interested parties should monitor the CIUDAD [website](#) for any updates on the proposed second phase.⁵

Fig. 1 Distribution of CIUDAD funding and projects during first phase, 2010-2013



Institution Building Instruments

There are currently three main institutional building instruments which make resources available to LRAs in Southern and Eastern Mediterranean countries: Institutional Twinning, TAIEX (Technical Assistance and Information Exchange) and SIGMA (Support for Improvement in Governance and Management). The three instruments were adapted for use in the Neighbourhood context in 2004, 2006 and 2008 respectively, following years of substantial success in accession countries. Together, the instruments allow the transfer of European practical knowledge in a constructive, peer-to-peer manner.

⁵ See: <http://www.ciudad-programme.eu/news.php?lang=1>.

Twinning projects have been extensively developed in the Neighbourhood region. They deliver concrete operational results in the beneficiary country in accordance with the objectives agreed between it and the EU (in an Association Agreement, Partnership and Cooperation Agreement or Action Plan depending on the nature of the relationship). By 2011, more than 140 Twinning projects had been awarded, giving a total of more than 260 in progress. These projects cover a wide range of areas including finance and the internal market, environment, justice and home affairs, energy, transport, trade and industry, agriculture, employment, social affairs, health, consumer protection and more. These projects are demand-driven and are available at a sub-national level and to associations of local authorities.

The TAIEX instrument has been equally successful, with more than 1600 requests for assistance received from all Neighbourhood countries (and Russia) since 2006 (an average rate of 50 per month). Over 14,000 participants from the Southern and Eastern Mediterranean region took part in TAIEX events in 2011.⁶ The TAIEX instrument funds are used to cover seminars, study visits, and expert missions. It is not, however, used for funding projects.

SIGMA activities are carried out in conjunction with the OECD, and aim to support improvements in administrative law & administrative justice; expenditure management; civil service; internal/external audit; procurement/concessions; policy capacities and co-ordination; regulatory management and property rights in EU neighbour countries, including most Southern and Eastern Mediterranean countries.⁷

The Covenant of Mayors initiative

The Covenant of Mayors is an initiative of the European Commission launched in February 2008 to seek the commitment of LRAs in the fight against climate change.⁸ Following the Euro-Mediterranean Regional and Local Assembly (ARLEM) plenary session held in Bari, Italy, on 29 and 30 January 2012, and co-chaired by President of the Committee of the Regions Mercedes Bresso, the initiative is now open to cities from Southern and Eastern Mediterranean countries.

LRAs joining the Covenant of Mayors make a commitment to:

- To go beyond the EU's CO2 20% reduction objective;
- Prepare a Baseline Emission Inventory;
- Set up and implement a Sustainable Energy Action Plan;

⁶ Author's calculations, using data from: http://ec.europa.eu/enlargement/pdf/taieux/11216_taiex_2011_en.pdf

⁷ See <http://www.oecd.org/site/sigma/>.

⁸ See: http://www.eumayors.eu/index_en.html.

- Submit regular Implementation Reports;
- Organise Local Energy Days.

Participating authorities can benefit in a number of ways, including:

- A clear public statement of commitment to CO₂ reduction is made by the participating authority;
- Authorities can reinforce wider national efforts in CO₂ reduction on their territory, or help create new pressures;
- Benefiting from the encouragement and example of other pioneers;
- Benefiting from EU endorsement and support, including a contribution to the preparation and implementation of the Covenant-related Sustainable Energy Action Plan, and Public Relations (PR) support;
- Receiving necessary support and advice to apply for specific funding ;
- All achievements are widely publicised on the Covenant website.

Contact:

Head of Covenant of Mayors Office: Kristina Dely

1 Square de Meeûs

1000-Brussels (Belgium)

Tel: +32 2 504 7862

Website: http://www.eumayors.eu/about/covenant-of-mayors_en.html

Pilot Regional Development Programmes

Programme Overview

To address the structural challenges faced by some Southern and Eastern Mediterranean partners due to the economic and social disparities between their regions and population groups, pilot regional development programmes are planned to address local needs for infrastructure, human capital, and small and medium sized enterprises (SMEs), modelled on EU cohesion policy. The programmes will be based on the needs and territorial organisation of the respective Southern and Eastern Mediterranean country.

The possibility of launching pilot regional development programmes inspired by the EU cohesion policy to promote economic, social and territorial cohesion (drawing inter alia on the pilot regional development programmes under the Eastern Partnership) is currently being explored with partners from the region. Co-operation in this area will be pursued in the first instance with Morocco and Tunisia, but is open to all partners determinedly embarking on political reforms who are interested in exploring how disparities between rich and poor can be narrowed, and multilevel governance can be promoted.

Civil Society Facility (CSF)

Programme Overview

The Civil Society Facility (CSF) aims to strengthen civil society actors in partner countries and contribute to promoting an enabling environment for their work. It will seek to promote their involvement in policy dialogue and increase interaction between them and authorities at the local and national level. It will also seek to increase civil society actors' involvement in programming, implementation and monitoring of EU assistance and policies in the region.

The Facility will financially support (through local and ENPI region-wide calls for proposals) projects led by civil society which are relevant in the context of the Neighbourhood Policy and responding to the Partnership for Democracy and Shared Prosperity for the South. It will also strengthen the capacities of civil society actors in the region to enhance their role in promoting reform and increasing public accountability in their countries. It will also seek to increase civil society involvement in sector policy dialogues and implementation of EU cooperation in relevant fields.

Financial Resources

The funding dedicated to the EU southern neighbourhood was €12 million in 2011. Similar amounts are foreseen for 2012 and 2013. The Facility is being implemented through calls for proposals and capacity development, both at regional and national level.

MED-ENEC II - Energy Efficiency in Construction

Programme Overview

This project encourages energy efficiency and the use of solar energy in the construction sector, playing a major role in the design and implementation of cooperation efforts between the EU and its Mediterranean Partners and among the Partners themselves. The Energy Efficiency in the Construction Sector II (MED-ENEC) project, which follows on from MED-ENEC I, carried out between 2005 and 2009, also endeavours to raise public awareness and involve civil society in climate-oriented building techniques, energy efficiency and renewable energy use in buildings.⁹ The project is aimed at both the national and local and regional levels.

It focuses on strengthening business services and supporting markets, improving institutional capacities and establishing favourable institutional structures as

⁹ See: http://www.enpi-info.eu/mainmed.php?id=27&id_type=10.

well as fiscal and economic instruments. Pilot projects are carried out to demonstrate best practices and for training purposes. Established dissemination structures are used to ensure knowledge transfer. To build capacity, it organises national and regional workshops and consulting events, while encouraging the creation of information, communication and cooperation networks. The project also offers instruments, standards and incentive measures to policy makers, supports communities, local banks and municipalities, real estate developers and building owners with comprehensive and cost-effective services.

Financial Resources

The funding dedicated to the EU southern neighbourhood was €5 million in 2011. Similar amounts are foreseen for 2012 and 2013. The Facility is being implemented through calls for proposals and capacity development, both at regional and national level.

Paving the Way for the Mediterranean Solar Plan

Programme Overview

The Mediterranean Solar Plan (MSP), one of the flagship initiatives of the Union for the Mediterranean, aims at expanding the use of renewable energy in the region and contributes to developing an integrated 'Euro-Mediterranean green electricity market'. In order to achieve this objective, a number of framework conditions must be in place, involving legislation, policies, a business development framework, technology transfer and industrial development in the region, at both the national and local levels. The "Paving the Way for the Mediterranean Solar Plan" project aims to help develop these conditions.

The project assists the Southern Mediterranean Partner Countries in creating conditions conducive to greater use of renewable energy in general and solar energy in particular. The project will contribute to a significant increase in deployment of sustainable energy systems based on solar, wind and other renewable energy sources, combined with energy efficiency and savings in the region. This includes results and activities which contribute to the development and implementation of the MSP.

The project works along four lines of activity:

1. Harmonisation of the legal and regulatory framework;
2. Transfer of knowledge and capacity building;
3. Development of sustainable energy policy;
4. Support of investment.

The project assists the relevant local, regional and national authorities in developing and implementing a regulatory and legislative framework that supports renewable energy. It works to strengthen existing renewable energy and energy efficiency networks and helps Partner Countries, through transfer of knowledge, to implement sustainable energy policies, working closely with authorities at different levels to favour investment in the sector, while at the same time preserving energy affordability for consumers. The project also facilitates efforts to draw up a roadmap and to the creation of a favourable climate towards sustainable energy investments.

Activities in brief:

- Setting up a website indicating all the activities in the region relating to renewable energy;
- Developing national and regional road maps for regulatory reform, institutional development, and transfer of knowledge;
- Conducting training courses on the opportunities for industrial development of the MSP;
- Preparation of suitable national policies for the promotion of energy efficiency and renewable energy sources.

Financial Resources

For the period 2010-2013, €4,642,500 was allocated and is being implemented through calls for proposals and capacity development, both at regional and national level.

1.2 Thematic instruments available to LRAs in countries of the Southern and Eastern Mediterranean

Instrument for Development Cooperation: the Non-State Actors and Local Authorities in Development (NSA-LA) programme

Programme Overview

Thematic instruments are complementary to geographic programmes. They provide direct support to civil society and local authorities where it is not possible or difficult to pass through the authorities of the beneficiary

country/countries. In contrast to geographical programmes, EU thematic programmes are more widely open to European and local civil society organisations and local and regional authorities, international non-government organisations, etc.

Supporting Non-State Actors and Local Authorities is based on encouraging local participation in development, at both national and the local and regional levels. It also aims to develop better governance and more participative development that are of greater relevance to citizens. These organisations are a real asset given their proximity to local communities and their greater flexibility when it comes to implementation.

The primary aim of this programme is to strengthen the abilities of Non-State Actors and Local Authorities to provide help. It also serves to co-finance actions in areas as diverse as rural development, health, environmental protection and education, as well as long-term partnerships between civil society and local authorities. These initiatives may be grouped according to the following three major objectives:

- Supporting actions aimed at a democratic, cohesive and autonomous society in partner countries by enhancing the capacities of Non-State Actors and Local Authorities, supporting populations with no access to resources or basic services and excluded from the political decision-making process, and favouring dialogue between State and Non-State Actors;
- Financing awareness-raising and educational initiatives among the European population on the topic of development, by encouraging a better understanding of the stakes involved and stronger involvement of all in the fight against poverty and more balanced relations between the differing regions of the world;
- Facilitating coordination and communication between local authority networks and civil society stakeholders, both involved in the European public debate on development.

Financial Resources

Access to resources from this programme is available worldwide, including for Southern and Eastern Mediterranean countries. The total budget (i.e., for all countries) for the 2011-13 period was €702 million.¹⁰ The distribution of these funds is geographically weighted, with around 5 per cent (€33.2 million) of the in-country funding available to all ENPI countries, including Russia and the EaP countries, for the period between 2011 and 2013. A total of €16.3 million has been allocated to the local and regional authorities of the Southern and Eastern

¹⁰ See http://ec.europa.eu/europeaid/how/finance/dci/non_state_actors_en.htm

Mediterranean countries of the ENPI region, although nearly half this amount is reserved for the Occupied Palestinian Territory (€ 7.2 million). The programme takes the form of single-country and multi-country interventions.

An up-to-date database of calls for proposals and procurement notices is available from the Europe-Aid website at:

<https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome&nbPubliList=15&orderby=upd&orderbyad=Desc&searchtype=AS&pgm=7573847&ZGEO=&ccnt=7573876&debpub=&finpub=&aoet=36538>

1.3 Loan facilities available to LRAs in Southern and Eastern Mediterranean countries

European Investment Bank: Facility for Euro-Mediterranean Investment and Partnership (FEMIP)

Through the Facility for Euro-Mediterranean Investment and Partnership (FEMIP), the European Investment Bank assists the economic and social development of a number of Mediterranean partner countries. These countries originally included Algeria, Egypt, the Occupied Palestinian Territory, Israel, Jordan, Lebanon, Morocco, Syria and Tunisia. However, following EU sanctions in November 2011, the EIB suspended all disbursements for loans and technical assistance contracts with the Syrian state. In addition, the change of regime in Libya has led to the EIB making arrangements to include Libya in the near future.

The partnership aims to support growth and job creation in two priority areas:

(i) Private sector support

- *small and medium-sized enterprises (SMEs)*, especially those involved in industry, tourism and services;
- *the industrial sector*: cement and steel works, chemical and metallurgical plants, high-tech industries, automotives and agro-industry.

(ii) Improving the investment environment

Creating an investment-friendly environment enabling the private sector to flourish by improving infrastructure in the following sectors:

- *Energy*: power generation, transmission and distribution, renewable energies;
- *Transport and telecoms*: airports, air transport, roads and motorways, bridges, railways, telecommunications;

- *Environment*: water and sanitation, solid waste disposal and treatment, pollution abatement, irrigation;
- *Human and social capital*: construction and refurbishment of hospitals/healthcare centres, schools/colleges, and social housing.

Financial resources

In 2011, FEMIP focused on strategic projects that brought substantial change to local economies:

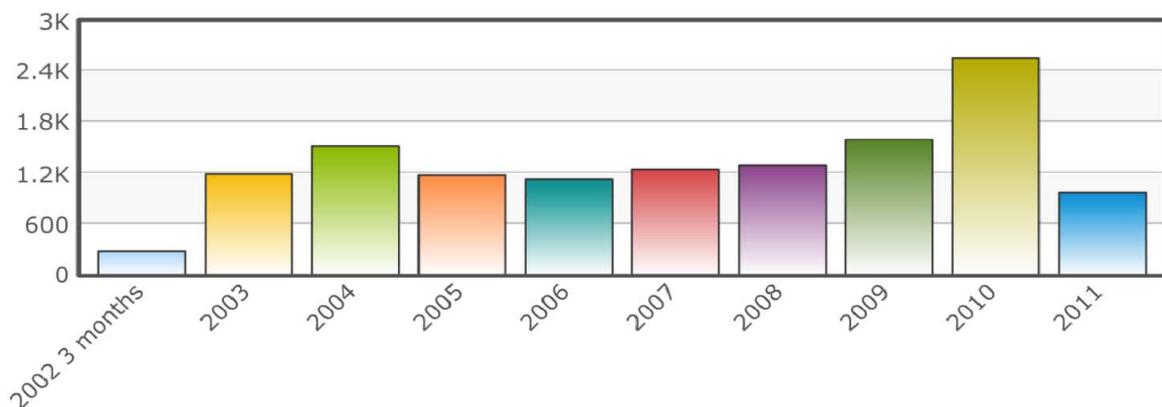
- € 1bn was invested by FEMIP in the Mediterranean partner countries;
- 23 projects and technical assistance operations benefited from FEMIP financing and private equity operations in public and private sectors;
- 63 per cent of total financing was provided to the private sector and 37 per cent to the public sector;
- €9m was allocated to technical assistance operations, helping promoters in the day-to-day management of their projects.

FEMIP has allocated the following investments by region:

- €503m for projects in the Maghreb countries, and €423m for projects in the Near East countries;
- €49m for local and regional projects.

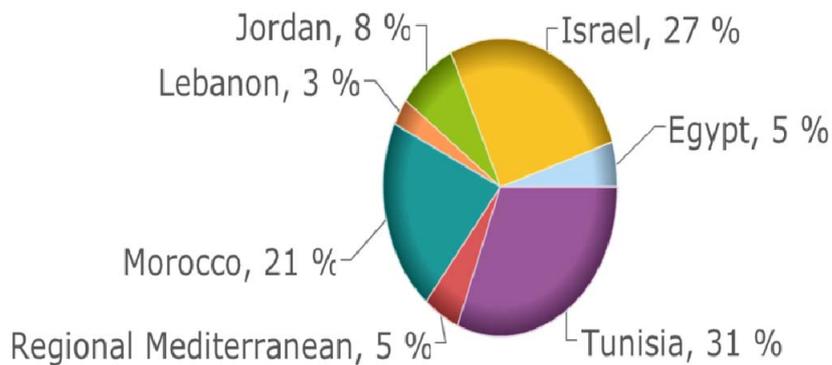
Figure 2 shows the amount of loans disbursed across the Southern and Mediterranean each year since 2002, while Figure 3 describes the allocation of funds by country in 2011.

Fig. 2 Annual EIB loans in the Southern and Eastern Mediterranean, 2002-2011 (million €)



Source: European Investment Bank

Fig. 3 EIB investments by country, 2011



Source: European Investment Bank

Neighbourhood Investment Facility

The Neighbourhood Investment Facility (NIF) is a financial mechanism aimed at mobilising additional funding to cover the investment needs of the EU Neighbouring region. It covers a number of sectors, including transport, energy, the environment and social issues (e.g. construction of schools or hospitals). The NIF also supports the private sector primarily through risk capital operations targeting Small and Medium-sized Enterprises.

For the 2007-2013 period, the European Commission earmarked a total amount of €745 million for the NIF, which is complemented by direct contributions from Member States kept in a trust fund managed by the European Investment Bank. To date, the NIF has contributed €417.7 million to infrastructure and private sector projects, leveraging a total project volume of more than €14 billion.

Further information is available on the NIF website:

http://ec.europa.eu/europeaid/where/neighbourhood/regional-cooperation/irc/investment_en.htm

European Bank for Reconstruction and Development (EBRD)

Following agreement by the EBRD Governors in September 2011, the mandate of the EBRD is being extended to allow it to fund activities in Egypt, Jordan, Morocco and Tunisia. The Commission submitted a proposal to the Council and the EP in December 2011 ensuring that the EU supports this extension. The Board of Directors formally agreed for EBRD operations to begin in Tunisia through the use of Cooperation Funds on 17 January. A temporary office was opened in Tunis on 1 March 2012, in which a senior banker is currently working.

As a "Quick-Start" mechanism, the EBRD has agreed to mobilise up to EUR 100 million of financial assistance, including a € 20 million contribution from the EU Neighbourhood Investment Facility (NIF) for technical assistance to improve the beneficiaries' absorption and project management capacity. In 2011, the NIF provided a first €5 million grant contribution to EBRD for SME support in the region. An additional €15 million contribution has been agreed at the beginning of 2012 to allow the EBRD to prepare several investment operations mainly targeting energy efficiency, transport and municipal infrastructure initially in Egypt, Morocco and Tunisia. Local private sector development is one of the key priorities for EIB and EBRD operations, alongside infrastructure and climate change mitigation and adaptation.

Further information is available from the website at:

<http://www.ebrd.com/pages/news/features/ebrd-and-semmed.shtml>

A summary of the different funding sources described in Section 1 is presented in Figure 4.

Fig. 4 Summary of major sources of EU funding available to LRAs in the Southern and Eastern Mediterranean

NAME	THEME	TARGET REGION	BUDGET
Cross Border Cooperation programmes	Subjects: promoting rule of law and good governance, sustainable development	East and South	2009-2013; € 195 million in South
CIUDAD - Sustainable urban development	Promotion of mutual understanding, dialogue and co-operation between local actors in EU and Partner Countries (capacity building for the modernisation of local and regional governments).	East and South	2009-2013; € 14 million in South
TAIEX	Short-term technical assistance for approximation, application, enforcement of EU legislation, target group: Civil servants working in public administrations at national and subnational level and in associations of local authorities .	East and South	Case specific
TWINNING	Skill acquisition and experience to adopt, implement and enforce EU legislation. Twinning projects are joint projects, shared by the two partner administrations. The partner country retains ownership.	East and South	Case specific
SIGMA	To strengthen public management in administrative reform, public procurement, anticorruption, external and internal financial control.	East and South	Case specific
Neighbourhood Civil Society Facility	Aims to strengthen civil society actors and contribute to promoting an enabling environment for their work.	East and South	2010-2013; c. € 12 million annually in South
Paving the Way to the Mediterranean Solar Plan	Development of Sustainable Energy Policy: Prepares suitable national policies for the promotion of energy efficiency and renewable energy sources	Southern Neighbourhood	2010-2013; €4.6 million
MED-ENEC II	Energy efficiency and use of solar energy in the construction sector, awareness raising, involvement of civil society in building techniques, policy makers, communities, real estate developers, tenants.	Southern Neighbourhood	2009-2013; € 5 million

2. LRAs in the Southern and Eastern Mediterranean

This section considers each country in turn, outlining the general political background and the institutional framework that LRAs operate within. A separate table contains information on existing LRA capacities and sectors that are particularly relevant for each country's potential for development. The extent to which LRAs in the Southern and Eastern Mediterranean participate in EU programmes directed at the sub-national level varies significantly. This variation is a function of the diverse institutional arrangements governing LRAs across the region.

2.1 Albania

General political background

Polarization and deadlock between the ruling Democratic Party (PD) and opposition Socialist Party (PS) continued into 2012, further hindering Albania's bid for European Union candidate status. Most notably, a corruption scandal forced the resignation of Deputy Prime Minister Ilir Meta in 2011, and triggered opposition protests. In municipal elections held in May 2011, a PD candidate won the important mayoralty of Tirana by a razor-thin margin after a highly politicized legal battle.

Local and Regional Authorities in Albania

The country is divided into *qark* (counties), which are further divided into *rrethe* (districts). Beneath the districts in the administrative hierarchy are *komuna* (communes) and *bashkia* (municipalities). The counties are governed by councils, whose members are either representatives of the municipalities and communes from within the county or are chosen by the council. The cabinet appoints a prefect as its representative for each county. Government at the district and lower levels operates through local councils elected by direct vote for three-year terms.

2.2 Algeria

General political background

Fearing a popular uprising similar to the Arab Spring movements sweeping the region, the Algerian government committed to a number of political reforms in early 2011. While the government also promised reforms to the constitution, the electoral law, and laws governing the media, real progress was slow to materialize, due in part to concerns about increasing extremist violence.

Local and Regional Authorities in Algeria

Below the national level, the country is divided into 44 *wilāyāt* (provinces), each with its own elected assembly (Assemblée Populaire de Wilaya; APW), executive council, and governor. The provinces are in turn divided into *dawāir* (administrative districts) and then into *baladīyāt* (communes), each one having its own assembly (Assemblée Populaire Communale) to run local affairs.

The executive council of the province is the chief regional authority. It is composed of the regional directors of the state agencies that are located in the province. The council is thus responsive to both regional and national concerns. Through the provincial governor, the province exercises trusteeship and administrative control of local collectives, public establishments, independent enterprises, and national societies. As an organ of the national government, the provincial leadership participates in the planning and application of the national development plan and helps coordinate matters related to the province.

The governor is solely responsible for interaction between the national government and the province. Appointed by the president for an indeterminate term, the governor assumes any necessary function in order to coordinate relations between the national government and its local constituency. As the representative of the province, the governor presides over the implementation of the decisions of the APW, and, as a senior state functionary, the governor is the direct representative in the province of each national ministry.

2.3 Bosnia and Herzegovina

General political background

After a 15-month deadlock following the October 2010 elections, Bosnia and Herzegovina's political parties formed a government in December 2011. In the meantime, the country experienced political stagnation, with the parliament failing to pass any significant reforms deemed necessary by the international Peace Implementation Council.

Local and Regional Authorities in Bosnia and Herzegovina

The Federation of Bosnia and Herzegovina is decentralized; it is administratively divided into 10 cantons, which in turn are divided into dozens of municipalities (*općine*). The Republika Srpska is relatively centralized and is administratively divided into dozens of municipalities (*opštine*). Citizens of both entities directly elect mayors and representatives to municipal and cantonal assemblies. Arbitration in 1997 established Brčko, in the northeast, as a self-governing special district.

2.4 Croatia

General political background

Croatia completed European Union accession negotiations in June 2011, with membership expected in 2013. The government made progress on key EU reforms and continued to cooperate with the International Criminal Tribunal for the former Yugoslavia in a year that saw significant war crimes convictions. The opposition coalition *Kukuriku* defeated the ruling Croatian Democratic Union in December parliamentary elections.

Local and Regional Authorities in Croatia

Below the national level, Croatia is divided into 20 administrative districts called *županije* (counties). One city, Zagreb has an administrative status equivalent to that of the counties. Within the *županije* are hundreds of *općine* (municipalities).

2.5 Egypt

General political background

President Hosni Mubarak was forced to resign on February 11, 2011, after nearly 30 years in power, as a result of 18 days of popular protests and a harsh government crackdown that caused more than 800 deaths. A military council that took over after Mubarak's ousting was initially welcomed but soon faced criticism for continuing human rights violations, harassment of activists and nongovernmental organizations, and its apparent attempts to postpone a transfer to civilian rule. Parliamentary elections, monitored by the judiciary and featuring previously outlawed political parties, have resulted in a popular Islamic political party exercising power in Egypt.

Local and Regional Authorities in Egypt

The 1960 Local Administration Law provides for three levels of subnational administration: *muāfaāt* (governorates; sing. *muāfaah*), *markaz* (districts or counties), and *qariyyah* (villages). The structure combines features of both local administration and local self-government. There are two councils at each administrative level: a people's council that is mostly elected and an executive council that is appointed. Although these councils exercise broad legislative powers, they are controlled by the central government.

The country is divided into 27 governorates. Five cities—Cairo, Alexandria, Port Said, Suez, and Luxor—have governorate status. The governor is appointed and can be dismissed by the president of the republic. The governor is the highest executive authority in the governorate, has administrative authority over

all government personnel except judges in the governorate, and is responsible for implementing policy.

The governorate council is composed of a majority of elected members. According to law, at least half of the members of the governorate council are to be farmers and workers. In practice, however, it has not been possible to achieve this ratio, in part because farmers work long hours with little spare time to run for office, let alone attend long meetings. Moreover, many older farmers and workers do not have a high enough level of formal education to serve effectively. The town or district councils and the village councils are established on the same principles as those underlying the governorate councils.

The local councils perform a wide variety of functions in education, health, public utilities, housing, agriculture, and communications; they are also responsible for promoting the cooperative movement and for implementing parts of the national plan. Local councils obtain their funds from national revenue, a tax on real estate within the governorate, miscellaneous local taxes or fees, profits from public utilities and commercial enterprises, and national subsidies, grants, and loans.

2.6 Israel

General political background

Over the course of 2011, Israel saw wide-scale social protests over economic conditions. The military periodically attacked Gaza-based militants who fired ordnance into Israel, and small-scale terrorist or militant attacks killed several people.

Local and Regional Authorities in Israel

The country is divided into 6 districts—Central, Jerusalem, Haifa, Northern, Southern, and Tel Aviv—and into 15 sub-districts. Local government consists of municipalities, local councils (for smaller settlements), or regional rural councils. The bylaws of the councils, as well as their budgets, are subject to approval by the Ministry of the Interior. Local government elections are held every five years.

2.7 Jordan

General political background

Although demands for political reform grew as the year progressed, Jordan's King Abdullah avoided the major challenges to his rule that characterized other uprisings across the Middle East and North Africa in 2011. Constitutional

amendments and a government reshuffle allowed the king to temporarily alleviate any signs of popular discontent.

Local and Regional Authorities in Jordan

Jordan is divided into 12 administrative *muhāfazāt* (governorates), which in turn are divided into districts and subdistricts, each of which is headed by an official appointed by the minister of the interior. Cities and towns each have mayors and partially elected councils.

2.8 Lebanon

General political background

Najib Miqati was named as new prime minister in 2011, triggering protests and related violence that formed part of the wider ‘Arab Spring’. Although Miqati was put under considerable pressure, he was able to form a government that has remained in power since. Since 2011, the civil conflict in neighbouring Syria has caused refugees and defecting soldiers to cross into Lebanon.

Local and Regional Authorities in Lebanon

Lebanon is divided into *muāfaāt* (governorates) administered by the *muāfi* (governor), who represents the central government. The governorates are further divided into *aqiyyah* (districts), each of which is presided over by a *qāim-maqām* (district chief), who, along with the governor, supervises local government. Municipalities (communities with at least 500 inhabitants) elect their own councils, which in turn elect mayors and vice-mayors. Villages and towns (more than 50 and fewer than 500 inhabitants) elect a *mukhār* (headman) and a council of elders, who serve on an honorary basis. Officers of local governments serve four-year terms.

2.9 Libya

General political background

Influenced by uprisings in neighbouring Tunisia and Egypt, and spurred by the arrest of a human rights activist in Benghazi, citizens in several Libyan cities took to the streets in February 2011 to protest the 42-year rule of Mu’ammār al-Qadhafi. The protesters soon faced violence from regime loyalists and security forces, and a civil war began in the country within days, eventually resulting in the removal from power of al-Qadhafi and the formation of a National Transitional Council that had formed in rebel-held Benghazi. It subsequently moved to Tripoli at the end of 2011, but has had little effective control over the country’s array of locally organized militias.

Local and Regional Authorities in Libya

The country is divided into *shabiyyāt* (municipalities), which in turn are subdivided into smaller administrative units. Under Qaddafi, Libyan citizens were members of more than 500 “basic popular congresses,” each headed by an appointed revolutionary committee. Legal relationships between LRAs and Tripoli are likely to emerge from the new constitution that is currently under construction.

2.10 Mauritania

General political background

Municipal and legislative elections planned for October 2011 were postponed indefinitely. Two leading opposition parties had requested this delay, claiming that a promised dialogue with the country’s leader, President Aziz, on wide-ranging political and electoral reforms had yet to occur. A national dialogue took place from September to October 2011 to address those issues, as well as opposition complaints about lack of access to the media. Although some protests took place over the course of 2011-12, they were much more limited than in some neighbouring countries.

Local and Regional Authorities in Mauritania

The country is divided into 13 administrative regions, each of which is directed by a governor. The capital forms a separate district. They are responsible for the administration of local education and police.

2.11 Montenegro

General political background

In October 2011, the EU cleared Montenegro to begin accession negotiations following progress on seven priorities, including the September passage of a new election reform law. However, the EU noted that further efforts were needed in several areas, including judicial reform.

Local and Regional Authorities in Montenegro

Montenegro’s local government has 21 communes (*opština*) that range in size from about 18 to more than 770 square miles (50 to 2,000 square km) and in population from 5,000 to more than 130,000. Local governments are granted competences and resources in the fields of education, primary health care, social welfare and employment.

2.12 Morocco

General political background

In response to protests during the spring of 2011, the king put forward a revised constitution that won approval in a July referendum. However, the protest movement continued to press for more substantive curbs on the monarch's power. Parliamentary elections held in November 2011 resulted in a victory for the Islamist opposition Justice and Development Party, with Abdelilah Benkirane named prime minister.

Local and Regional Authorities in Morocco

At the local level, Morocco is subdivided into multiple levels of government, all directly under the Ministry of the Interior. At the top are 16 regions, which are further divided into several dozen provinces and urban prefectures, each ruled by a governor appointed by the king. Beneath this second-order subdivision are rural *qa'awāt* (districts) and municipalities, governed by *chefs de cercle*. The fourth level comprises rural communes and autonomous urban centres, governed respectively by *qā'ids* (caids) and pashas. Lower-order officials are appointed either by the Ministry of the Interior or by the governors. Each level has popularly elected bodies whose primary function is to help determine local matters and priorities, such as initiating development projects and deciding budget expenditures.

2.13 Occupied Palestinian Territory

General political background

In West Bank, President Mahmoud Abbas continued to serve after the 2009 expiration of his elected term, and his appointed government functioned without an elected legislature. A short period of direct peace talks between Abbas's government and Israel ended in late 2011 after Israel refused to extend a moratorium on settlement construction, and the territory suffered from regular, often violent confrontations over land and other issues during the year.

In Gaza, since no new election dates were set despite the expiration of the terms of the Palestinian Authority's executive and legislative bodies, Hamas has continued to govern the territory. Israel has continued to enforce a blockade and political tensions have deepened.

Local and Regional Authorities in the Occupied Palestinian Territory

In the territories administrated by the Palestinian Authority, a municipality is an administrative unit of local government similar to a city. They were established and decided after the creation of the Local Government Ministry of the

Palestinian National Authority in 1994. All municipalities are assigned by the Local Government Ministry. Municipal council members and mayors are elected by the residents of the particular locality. Municipalities are divided into four sectors depending on their population and importance to their particular governorate.

2.14 Syria

General political background

Responding to persistent popular protests that began in March 2011, the government used the military and other security forces to pursue a violent campaign of repression, periodically besieging towns and killing several thousand people. The country is currently in a state of civil war.

Local and Regional Authorities in Syria

Syria is divided into governorates (one of which, Damascus, is a governorate-level city), *manā'iq* (districts), and *nawā'ī* (sub-districts). The governors, or *mu'āfi'ūn*, enjoy some power within their administrative divisions, but local government is centralized and is dependent upon the minister of the interior in the national government.

2.15 Tunisia

General political background

Since the Jasmine Revolution and the dissolution of the government led by the Democratic Constitutional Rally (known by its French acronym, RCD) in 2011, dozens of new political parties have gained formal recognition. The Nah'ah Party emerged as the strongest, and several centre-left parties also have significant support. Since independence, a prominent feature of Tunisian social policy has been the effort to improve the status and lives of women. Compared with their counterparts in other Arab countries, women in Tunisia have enjoyed greater equality before the law.

Local and Regional Authorities in Tunisia

The country is divided into 24 administrative areas called *wilāyāt* (provinces; singular *wilāyah*), each of which is headed by a *wālī* (governor). Each province is designated by the name of its chief town and is in turn subdivided into numerous units called *mu'tamadiyyāt* (delegations), whose number varies according to province size. Delegations are administered by a *mu'tamad* and are in turn divided into more than 2,000 districts called *min'aqah turābiyyahs*. Tunisia is further divided into scores of municipalities and rural councils.

2.16 Turkey

General political background

The ruling Justice and Development Party (AKP) won a strong majority in the June 2011 parliamentary elections, securing another term for Prime Minister, Recep Tayyip Erdoğan. In July, Turkey's top military commanders resigned en masse following the arrest of dozens of officers suspected of conspiring to stage a coup, giving the civilian government an unprecedented opportunity to increase civilian control over government.

Local and Regional Authorities in Turkey

Turkey is divided into 76 provinces (*vilayetlar*). Each province is further subdivided into an average of about eight districts, or *kazalar*. Each district is segmented into an average of 493 subdistricts, or *bucaklar*. Each provincial capital, each district seat, and each town of more than 2,000 people is organized as a municipality headed by an elected mayor. Government at the provincial level is responsible for implementing national programs for health and social assistance, public works, culture and education, agriculture and animal husbandry, and economic and commercial matters.

Table 3. Summary of existing capacities and areas for future development in the Southern and Eastern Mediterranean

Country	Existing capacities	Areas for future development
Albania	CBC programmes (Albania-Montenegro & Greece-Albania; Albania-Kosovo); Institution building: TAIEX, Sigma and Twinning.	Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Algeria	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX, Sigma and Twinning; MED ENEC II; Paving the Way.	Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs; Natural resources.
Bosnia and Herzegovina	CBC programmes (B&H-Montenegro; B&H-Croatia; B&H-Serbia; Adriatic CBC); Institution building: TAIEX, Sigma and Twinning.	Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Croatia	CBC programmes (Hungary-Croatia; B&H-Croatia; Slovenia-Croatia; Croatia-Serbia; Adriatic CBC); Institution building: TAIEX, Sigma and Twinning.	Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Egypt	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX, Sigma and Twinning; MED ENEC II; Paving the Way.	Economic and social policy; Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.

Country	Existing capacities	Areas for future development
Israel	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX and Twinning; MED ENEC II; Paving the Way.	Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Jordan	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX and Twinning; MED ENEC II; Paving the Way.	Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Lebanon	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX, Sigma and Twinning; MED ENEC II; Paving the Way.	Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Libya	Institution building: TAIEX; Paving the Way.	Territorial cohesion; Economic and social policy; Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs; Natural resources.
Mauritania	Institution building: TAIEX and Twinning.	Economic and social policy; Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.

Country	Existing capacities	Areas for future development
Montenegro	CBC programmes (B&H-Montenegro; Montenegro-Serbia; Albania-Montenegro; Adriatic CBC); Institution building: TAIEX, Sigma and Twinning.	Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Morocco	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX, Sigma and Twinning; Covenant of Mayors; MED ENEC II; Paving the Way.	Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Occupied Palestinian Territory	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX and Twinning; MED ENEC II; Paving the Way.	Territorial cohesion; Economic and social policy; Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Syria	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX and Twinning; MED ENEC II; Paving the Way. * Note - all participation is currently suspended.	Territorial cohesion; Economic and social policy; Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.

Country	Existing capacities	Areas for future development
Tunisia	Mediterranean Sea (CBC) programme; CIUDAD programme; Institution building: TAIEX, Sigma and Twinning; MED ENEC II; Paving the Way.	Economic and social policy; Education, youth and research; Environment, climate change and energy; Citizenship, governance, institutional and external affairs.
Turkey	CBC programmes (Bulgaria-Turkey; Black Sea Basin); CIUDAD programme; MED ENEC II; Paving the Way; Institution building: TAIEX, Sigma and Twinning.	Economic and social policy; Education, youth and research; Environment, climate change and energy.

3. Lessons learnt from EU programmes in the Southern and Eastern Mediterranean region

In addition to the ongoing programmes listed in Section 1, the EU has participated in additional programmes across the Southern and Eastern Mediterranean region. One significant initiative was the MED-PACT programme, which emerged as a result of a Committee of the Regions request in a 2003 Opinion for the need to support cooperation between local authorities within the Euro-Mediterranean partnership.¹¹ The main objective of the programme was to encourage a better understanding between the civil society of the north and the south of the Mediterranean by developing cooperation, exchanges and dialogue between cities. Specifically, this involved assisting the EU's Mediterranean partner countries to ensure a more balanced and durable local development, via partnerships between cities; and promoting better municipal planning and management, involving a wide range of city actors. A total of nine projects were funded, with EU co-financing reaching €4.8 million.

A number of important lessons were learned during the implementation of the MED-PACT programme. Of particular significance was ensuring the transformation of projects from a pilot project stage (output) to a sustainable change in behaviour (outcomes) and which can ultimately lead to a lasting impact towards the achievement of MED-PACT goals. The following factors were identified as being important:

- *Local ownership*: The identification of pilot projects in a participatory manner which involves all concerned stakeholders is, by itself, a very important outcome in decentralized cooperation projects such as MED-PACT. However, it is very important to ensure that these projects are “owned” by the communities who identified them, i.e., the project setup is concrete enough and responds to real-felt needs expressed by the stakeholders, its scale is realistic enough to ensure that it can be executed with the local means at hand, and its results can be felt/seen within a reasonable timeframe.
- *The importance of building local capacities*: Building local capacity is crucial to the sustainability of the funded projects. Without robust local capacity, the whole effort runs the risk of being jeopardized once external funding comes to an end.

¹¹ For more information see: <http://www.med-pact.eu>.

- *The importance of mobilizing and committing local resources:* Southern partners sometimes conceive decentralized cooperation as a one way exchange of capacities and resources. However, this should not be the case, as there should be an equitable exchange of resources within a partnership. A pilot project would hence have much stronger chances of being implemented if the local partners commit their own resources to it, no matter how modest these resources are. Sometimes it might be too easy to assume that the administrative momentum at the local partners' institutions is insufficient, however the MED-PACT experience in different countries, and in different thematic contexts, has proven that a lot can be done in this regard.
- *The importance of mainstreaming pilot projects within the broader policy context at the city, regional and governmental levels:* a pilot project runs the risk of remaining an isolated one-time initiative or event if it fails to influence/catalyze/inspire the broader policy context. In Southern and Eastern Mediterranean countries in particular, influence at the national level might be difficult to achieve. However, the local and regional contexts are increasingly open and receptive to the types of participatory governance processes promoted by projects such as MED-PACT.

A number of other general lessons were learnt from the implementation of MED-PACT, with a number of best practices identified:

- *Acknowledging the importance of the socio-political context:* It is very important to carefully study not only the technical aspects of any proposed project, but also the socio-political aspects of any proposed intervention. Consulting local partners is crucial in this regard. Above all, adopt a case-specific approach to projects! Avoid assuming that what worked well in Europe will ultimately work well in any other environment.
- *Preparation of the partnership is crucial:* The careful preparation of any partnership is instrumental for the success of any project. Negotiations and consensus building should take place directly with the LRAs involved and not through intermediaries, including central governments. Rather than signing a simple partnership statement prior to the start of the action, it is advisable that the statement also includes a section for certifying that the partner reads and approves the technical proposal and another section that the budget is read and approved as well.
- *Learn about the local administrative environment in which partners operate:* Make enquires about the local system and the local administrative requirements prior to conceiving the project. Simple administrative glitches can sometimes delay an entire project and even stop it at times. Decentralised

Cooperation in non-EU environments can differ from the EU. This is especially true of the Southern and Eastern Mediterranean countries and something to be taken into consideration in designing effective policies aimed at the sub-national level.

- *Shared objectives are the key to success:* In the case of both North-South and South-South partnerships, project leaders should ensure that the collaboration is built around shared objectives and includes a comprehensive set of activities, and not a one-time-shot activity that is often labelled as “partnership”. Networks need to be built around a shared vision and a well-established agenda for action to be successful and sustained.
- *Use robust financial management processes:* The transfer of EU funds to partners is not always easy and requires complicated administrative procedures, but without properly addressing these difficulties decentralized cooperation will still be missing an essential element. It is unfair to ask partners and individuals to advance costs and then wait for several months to get reimbursed. Either the Lead Partner should advance the money needed to properly execute the activities or it should pre-pay them. Respect of the financial and administrative milestones set by the EU is also a positive sign for the chances of success of a project.
- *Clarity of management structures is essential:* Projects have a greater chance of success when there is a clear ownership at the LRA level of a project. The evaluation of proposals should clearly take into consideration the demonstrated capacity of the applicant to mobilize core services from within the applying region (such as clearly designating the agencies and services which will be involved in the project) and avoid proposals that plan to contract the management of the project to an external technical assistance.

Having both Steering Committees and Scientific Committees helps in improving project performance. The performance of the project should be regularly assessed and benchmarked in the light of the Logical Framework of the project. An external evaluation mechanism (which also collects and studies monitoring data) has the potential of improving project performance, provided that the results of the evaluation are disseminated and shared among the constituency of the project.

- *Language skills can go a long way:* Respecting language specificity is often regarded as a sign of respect and acknowledgement of the diversity within the partnership. It is important hence to set an adequate budget aside for translation and to take the time (and the trouble) to translate the outputs of the projects into local languages. The presence of at least one team member

in the management of the project who is able to speak the local language of the partner is a serious asset, especially when field work is involved and needs close interaction/communication with the local population. When possible, the provision of training in local languages is by far more efficient than undergoing several layers of translation, and is a good indicator for the achievement of EU partnerships with outside countries such as those in the Southern and Eastern Mediterranean region.

- *A clear and consistent communication strategy is vital:* Communication and visibility does not only mean displaying the EU and specific project logos on publications and printed material. It means embracing a spirit of sharing and documenting experiences and practices as well as involving stakeholders as projects unfold. Websites of projects are essential tools in the communication strategy of the project and must be given dedicated resources to keep them updated and to enable them to reflect the true achievements of the projects, while being attentive to language specificities of the target groups. In addition, it is vital to remember that internal communication between project partners (newsletters, policy briefs, info-points, sharing progress, etc.) plays an important role in the success of a project. The creation of support mechanisms/helpdesks (e.g. as shown elsewhere in the CIUDAD projects) can be very helpful.

Bilateral vs. Regional Funding Programmes

The implementation of the MED-PACT programme demonstrated significant advantages to directing EU funding to the regional level. For example, a regional approach was considered particularly appropriate to the integration of various actors and stakeholders in the aid cooperation arena as it enables to associate the “region” to its actors, their visions and their projects in a spirit of synergy. In order to leverage these advantages, a strong "appropriation" of the development process by local actors is crucial to foster coherence, otherwise these remain as broad and vague principles without any significant effect. Moreover, a firm commitment by local actors is essential in promoting LRA ownership of projects and shifting them away from a culture of aid dependency. Efforts should be made to: develop clear areas of responsibility and visibility for LRAs; share recognition of successful initiatives; promote innovation and risk-taking by LRAs; mobilize stakeholder.

4. How LRAs can improve access to EU funds

This section offers some recommendations on how LRAs from Southern and Eastern Mediterranean countries can maximise their participation in projects in the future, especially as the financial resources for the future European Neighbourhood Instrument will increase significantly in the next financial period (2014-2020). These recommendations are based both on previous experience gained by the EU in delivering similar programmes elsewhere, and also on the circumstances of the countries from within the Southern and Eastern Mediterranean region.

4.1 General recommendations for increasing LRA access to EU funds

There are a number of generic ‘enabling’ policy measures that, if implemented, can improve the environment in which LRAs in Southern and Eastern Mediterranean countries operate. These measures would strengthen the institutional capacities of LRAs from the region to access EU funds. They include:

- The various governance bodies of the Southern and Eastern Mediterranean should be encouraged not only to grant or increase political recognition to local and regional authorities, but to incorporate them formally and effectively into the cooperation process with the EU. This is a prerequisite for effective LRA participation in EU programmes. Without LRAs developing the necessary institutional frameworks, the effectiveness of any initiatives programme will be significantly compromised.
- LRAs, alongside central governments, should, where possible, be encouraged to participate from an early stage in preparing association agreements, strategic documents and action plans that are conceived on a bilateral basis between the EU and the Southern and Eastern Mediterranean partner countries.
- Southern and Eastern Mediterranean country governments should be encouraged to set up mechanisms for structured national dialogue and consultation with sub-state (i.e., LRA) agents, as well as organisations from civil society, by bringing in existing networks and associations of local and regional authorities.

- EU bodies should aim to expand and upgrade cooperation between LRAs from the EU and Southern and Eastern Mediterranean countries and make it an integral part of EU relations with partners from within the region. The role of local and regional authorities is essential in the successful implementation of various policy instruments that are covered by initiatives in the Southern Neighbourhood, such as good governance, administrative reform and decentralisation, social and economic development, regional development and cohesion policy, cross-border cooperation, protection of environment, public order issues, prevention of and response to natural and man-made disasters, cultural cooperation, education, tourism, and pupil and student exchanges.
- The European Commission should revise the process of preparation of the National Indicative Programmes (NIPs), which should be negotiated between the EU and individual Southern and Eastern Mediterranean countries based on each country's specific needs and capacities, as well as its and the EU's interests. The planning on the national level should be done jointly by the government of a partner country and the European Commission and the EC should work together with the partner countries on preparing their national NIP implementation programmes.
- EU bodies should also encourage the continued promotion of closer relations between the EU regional and local authorities and their counterparts in the Southern and Eastern Mediterranean countries through the existing European institutional platforms for regular political dialogue, and through concrete shared projects, with the aim of setting up a common pathway to the future possible establishment of a Southern and Eastern Mediterranean local and regional assembly.
- Human, technical and academic resources from Southern and Eastern Mediterranean countries should be mobilised when implementing projects (exploiting, for example, the expansion of e-Twinning projects to secondary schools in Egypt and Jordan).
- Public participation more widely should be maximised, so that partner stakeholders take ownership of the cooperation process and the ensuing projects.

4.2 Practical steps for identifying and applying for funds

There are a number of practical measures that, if taken into account, can help LRAs in Southern and Eastern Mediterranean countries strengthen their ability to access EU funds through successful funding applications. In general, funding opportunities follow the same modalities used for other programmes financed under the ENPI. Potential beneficiaries are invited to participate in the Calls for Proposals and Calls for Tenders as published by the EuropeAid on its website and by country delegations. In addition, funds made available in complement to loans by European Financial Institutions will be channelled primarily through the Neighbourhood Investment Facility (NIF). In such cases, the specific rules used in NIF-funded projects will apply. More information on published Calls for Proposals and Calls for Tender can be found at:

http://ec.europa.eu/europeaid/work/funding/index_en.htm.

Information on funding through the NIF can be found at:

http://ec.europa.eu/europeaid/where/neighbourhood/regionalcooperation/irc/investment_en.htm.

Practical steps:

- First, in those instances where LRAs have a clear idea about what a potential project will look like, ensure that the prospective application matches the criteria specified in the funding call. Alternatively, if LRAs do not have a fixed idea of future projects, it might be sensible to examine the different sources of funding available before drawing up a list of projects that match these criteria. Ensure that the funding sources are available to applicants from the southern and eastern Mediterranean. The funding sources identified in Section 1 of this report represent the majority of funding available to LRAs. Do not be afraid to contact representatives from funding sources to ensure that your ideas for projects satisfy their criteria. An up-to-date database of calls for proposals and procurement notices is available from the Europe-Aid website.¹²
- Second, once a suitable source of funding has been identified, LRAs should pay particular attention to demonstrating ambition and feasibility when drafting applications. The EU and other sources of funding want to maximize the impact that their resources can make; as such, clearly stating how and why a given project is original or innovative and how it will improve the LRA environment is essential. However, be wary of promising too much. If a project application looks as though it is promising to deliver more than is feasible, it will be unlikely to attract

¹² See: <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=128497726222&do=publi.welcome&userlanguage=en>.

funding. Instead, focus on ensuring that objectives are: clear, measurable, useful and achievable.

- Evidence from other countries shows that programmes that build long-term relationships between local and regional authorities across national boundaries are supported. Project proposals should demonstrate real significance in meeting an immediate cross-border problem, but should also offer concrete steps towards building a long-term partnership that will in future be able to collaborate on meeting further challenges. Again, do not be afraid to contact representatives from funding sources to ensure that your application is drafted in an appropriate manner. They may be able to give advice on different aspects of the application process.
- Third, it is absolutely vital that LRAs develop their own capacity to apply for funding and appropriate resources need to be made available for training. Local ownership of projects is vital, as is local management. It is worth: (a) contacting funding sources and asking to view previous successful or unsuccessful applications; (b) identifying similar ongoing projects (which will have been successful in attracting funding) and examining the structure of that project; and (c) attending any conferences or workshops where best practice is disseminated.¹³
- Fourth, on occasion, project proposals may be strengthened, or perhaps even required, to be put together by a consortium of actors, because it can be seen as adding weight to a proposal by aggregating the experience and expertise of a diverse group of individuals. If you can do this, you may well improve the quality of the proposal. However, several steps should be taken to ensure that any collaborative project proposal (and subsequent delivery) is clear and attractive to funding sources.
 - a. Attend and, if necessary, organize networking events where you can meet potential project partners. To do this, keep up-to-date with all events that are taking place in your area of interest. To do this, monitor relevant websites and sign up to any email alert system. It is also useful to monitor events organized by LRAs nearby that are participating in EU programmes.
 - b. Once potential project members have been identified, nominate a clear project coordinator with experience and credibility in the eyes of the partners.
 - c. Ensure that you have an optimal number of partners, which will depend on the project that you are planning to implement. Large consortiums (of more than five partners) can be difficult to manage but too small a group (i.e. two or even one) can make implementation of a project too difficult

¹³ The use of an external consultant to advise on the bidding process could be considered, but only as a means of training staff and developing internal expertise.

when resources become too thinly stretched. There are no strict rules on numbers, so applicants will be required to use their own judgment. Nevertheless, examining previously successful or unsuccessful bids might offer a useful starting point.

- d. Try to exploit any opportunity afforded to establish contacts with potential project partners in both EU member states and in other candidate countries. If possible, demonstrate “legacy capture” and develop further projects together with existing partners at the local and regional level showing that there is an ongoing relationship emerging, and demonstrate the potential that this network offers for solving problems on the ground.
- e. It is crucial to ensure that all participants have a clear role that is suited to their capabilities and experience.
- f. All participants should have some input into writing the proposal, in order to make sure that as many of the criteria are met as possible. Nonetheless, the project coordinator will undertake the bulk of drafting and will have the final say.

Drafting application forms:

The Guidelines for Applicants (which include the Application Form and other annexes) explain the purpose of the Call for Proposals, the rules regarding the eligibility of applicants and partners, the types of action and costs which are eligible for financing, and the evaluation (selection and award) criteria. They also contain instructions on how to fill in the application form, what to annex to it and what procedures to follow for applying. They give information on the evaluation process that will follow (including an indicative timetable) and the contractual conditions which will apply to successful applicants.

The Guidelines should set out very clearly and in detail the objectives and priorities of the call for proposals, and give particular attention to the eligibility criteria. The guidelines must be published and any modification must be published as well. The information published will become binding on the Evaluation Committee once the date for submission has elapsed.

The Application Form to be completed by the applicants comprises the following parts:

- a concept note;
- information about the action proposed, including its budget;
- information about the applicant;
- information about any partners.

When writing the core text of the proposal, you should use the following as a check-list:

- Show how financial resources will help stimulate and support convergence with the EU, in line with the call text and the guidelines;
- Make clear from the beginning what your objectives are, state clearly how these are to be achieved and measured (i.e. what will be the signs of a fully implemented and successful project), and what the outputs are to be. Clearly demonstrate that these objectives are in line with best practice and the state-of-the-art in the area. Outputs should be measurable;
- Show how and why all of project members were selected and demonstrate that the value of the team is greater than the sum of its parts;
- Be brief, concise and to the point. Provide what detail is needed but do not over-extend;
- Check the proposal repeatedly against the call text and the guidelines. It is on this basis that the bid will be judged. You need to ensure that you cover as many bases as possible.

On the budgetary part of the proposal:

- EU rules are highly prescriptive and very strict. You must follow the standard means of presenting your budget set out in the terms of reference if you wish to be considered for funding (a surprisingly large quantity of bids are rejected for not including separate revenue and expenditure sheets);
- Make sure that your request is reasonable. If you ask for too much, your project will be rejected. If you ask for too little, it will also be rejected since it will lack credibility in being able to achieve its aims. Seek guidance from examples of past successes in order to get a feel for what best practice is and what is likely to find favour with the evaluators;
- Match the budget to the work plan, objectives and deliverables. You must state clearly why the quoted amount of money is needed to deliver a certain objective or output;
- Check the financial guidelines very carefully. Nearly all projects will require co-funding, although this can be in kind (i.e. staff time etc.). Make sure that all partners know what their share of resources allocated is likely to be and agree this in advance to avoid quarrels and disputes at a later stage.

Overall points for consideration in drafting your proposal:

- Nothing works as well as the ability to be able to show a strong track record of success in carrying out similar projects in the past. This will provide credibility. Not everyone will have experience in undertaking EU projects, but someone in the tender team should have credibility in this

area. For this reason, it is sensible, where possible, to team up with a partner or partners from an EU Member State;

- Bear in mind that you will need a lot of time to complete the proposal. Allow a minimum of 4 months from start to finish, with around 6 months as an ideal time. With this in mind, keep a regular eye on what is coming up for tender on the relevant project websites.

Summary: Steps on preparing a funding application

- 1) Identify an open call for proposals on one of the relevant websites;
- 2) Establish the proposal: What needs do you identify in your city or region, and how could EU financial assistance help to address these needs?;
- 3) Make contact with relevant project partners and establish jointly the aims and objectives of the project;
- 4) Calculate the cost of the project, together with your project partners;
- 5) Download all the relevant funding application paperwork and make sure that each of the sections is filled in appropriately;
- 6) Return all of the necessary application documentation to the relevant funding authorities within the time frame set out in the call for proposals

Abbreviations and acronyms

ARLEM - Euro-Mediterranean Regional and Local Assembly
CBC - Cross-Border Co-operation (programme)
CIUDAD - Cooperation in Urban Development and Dialogue
CSF - Civil Society Facility
EaP – Eastern Partnership
EBRD - European Bank for Reconstruction and Development
EIB – European Investment Bank
ENP - European Neighbourhood Policy
ENPARD - European Neighbourhood Programme for Agriculture & Rural Development
ENPI - European Neighbourhood and Partnership Instrument
ENPI-CBC IT-TN - The Italy-Tunisia Programme
EU – European Union
FEMIP - Facility for Euro-Mediterranean Investment and Partnership
JMA - Joint Managing Authority
JMC - Joint Monitoring Committee
JTS - Joint Technical Secretariat
LRA – Local and Regional Authority
MED-ENEC II - Energy Efficiency in Construction
MSP - Mediterranean Solar Plan
NGO – Non-Governmental Organisation
NIF - Neighbourhood Investment Facility
NIP - National Indicative Programme
NSA-LA - Non-State Actors and Local Authorities in Development (programme)
OECD – Organisation for Economic Co-operation and Development
PDRP – Pilot Regional Development Plan
SIGMA - Support for Improvement in Governance and Management
SME – Small and Medium Sized Enterprise
SPRING - Support for Reforms, Partnership and Inclusive Growth
TAIEX - Technical Assistance and Information Exchange