Common Effort 2018
Exploring Comprehensive Approaches towards Tunisia and its Region
Common Effort Signatories

- 1 (German/Netherlands) Corps
- 1 CMI Commando
- Auswärtiges Amt
- Berlin-Institut für Bevölkerung und Entwicklung
- Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)
- Bundesakademie für Sicherheitspolitik (BAKS)
- Bundesanstalt Technisches Hilfswerk (THW)
- Bureau für Zeitgeschehen
- CARE NL
- Civil-Military Cooperation Centre of Excellence (CCOE)
- Compumatica secure networks
- Cordaid
- Deutsches Rotes Kreuz – Bundesverband (Observer)
- Deutsches Rotes Kreuz – NordrheinWestfalen (Observer)
- Dutch Cyber Warfare Community (DCWC)
- Euro-Mediterranean-Arabischer Länderverein(EMA)
- Gender Concerns Institute
- Global Partnership for the Prevention of Armed Conflict (GPPAC)
- Haus Rissen Hamburg
- HIVOS
- Human Security Collective
- International Bundeswehr Civil Military Cooperation Centre Nienburg
- Institut für Friedenssicherungsrecht und Völkerrecht (IFHV)
- International Centre for Counter-Terrorism (ICCT)
- KARAMA Europe (Observer)
- Kinderberg International
- Korps Nationale Politie
- Mediators beyond Borders International (MBBI)
- Ministerie van Buitenlandse Zaken
- Ministerie van Defensie
- Ministerie van Justitie en Veiligheid
- Netherlands-African Business Council (NABC)
- Netherlands Institute for Multiparty Democracy (NIMD)
- Netherlands Defence Academy
- Netherlands Helsinki Committee
- OXFAM Novib
- PAX
- Rebuild and Relief International (RRI) (Rebuild Iraq Recruitment Programme RIRP)
- Relief Base
- Rode Kruis (Observer)
- Spark
- Springfactor Advisory Group
- Stichting Functioneel Specialisten Fragiele Staten (SFSFS)
- The Hague Institute for Innovation of Law (HiIL)
- The Hague Academy for Local Governance
- The Hague Centre for Strategic Studies (HCSS)
- The Hague Institute of Global Justice
- T.M.C. Asser Institute
- TNO - Innovation for Life
- University of Groningen
- Universität Twente – Kenniscentrum Risikomanagement en Veiligheid
- Universität Utrecht
- Van Vollenhoven Instituut voor Recht, Bestuur en Samenleving (VVI), Universiteit Leiden
- VNG International
- WO=MEN, Dutch Gender Platform
- Zentrum für Internationale Friedenseinsätze (ZIF)

Common Effort Participants 2018

- 1 (German/Netherlands) Corps
- 1 CMI Commando
- Aktis
- Auswärtiges Amt
- Bundesanstalt Technisches Hilfswerk (THW)
- Bundeswehr Joint Forces Operations Command
- Bundeswehr (ZOpKomBw)
- Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)
- Candid Foundation Berlin/Paris
- Centre for Diaspora Development Work (Cenddow)
- Center for International Legal Cooperation
- Centre International de Développement pour la Gouvernance Locale Innovative (CILG) - VNG International
- Civil-Military Cooperation Centre of Excellence (CCOE)
- CNV Internationaal
- Cordaid
- District Government- Münster - NordrheinWestfalen
- Deutsche Bundespolizei Headquarters
- Deutsche Bundeswehr Headquarters
- Deutsche Gesellschaft für Auswärtige Politik e.V (DGAP)
- Deutsches Rotes Kreuz
- Dutch Defence Academy
- Dutch Parliament
- Friedrich-Naumann-Stiftung für die Freiheit
- Gender Concerns International
- Geneva Centre for the Democratic Control of Armed Forces (DCAF)
- German Embassy to the Netherlands
- Global Partnership for the Prevention of Armed Conflicts (GPPAC)
- GroenLinks
- Gustav-Stresemann Institut
- Haus Rissen Hamburg
- Human Security Collective
- International Centre for Counter-Terrorism (ICCT)
- International Crisis Group
- International Organization for Migration (IOM)
- Joint Force Command Brunssum
- Karama Europe
- Kinderberg
- Korps Nationale Politie
- Mediators Beyond Borders International (MBBI)
- Ministerie van Buitenlandse Zaken
- Ministerie van Defensie
- Ministerie van Justitie en Veiligheid
- NATO Joint Force Command Naples
- Nationaal Coördinator Terrorismebestrijding en Veiligheid (NCTV)
- Nexus Strategy
- PAX
- Rijksuniversiteit Groningen
- Rode Kruis
- Royal Netherlands Marechaussee
- Ruhr-Universität Bochum
- Spark
- Stadt Münster
- The Hague Center for Strategic Studies
- T.M.C. Asser Institute
- TNO - Innovation for life
- Tunisian Embassy to the Netherlands
- Westfälische Wilhelms-Universität Münster
- Universität Passau
- Universität zu Köln
- WOND
- WADI
- WO=MEN
- World Sustainability Fund
- Zentrum für Internationale Friedenseinsätze (ZIF)
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A great Common Effort Exercise on Tunisia

Participants from Ministries of Foreign Affairs, ambassadors, subject matter experts who live or work in Tunisia, the academic world, important international organisations, devoted non-governmental organisations and military representatives from many nations all come together in the Common Effort Community. The Community proved itself during the exercise as a mature and professional international platform, willing and able to analyse complex situations and provide comprehensive advice, in this exercise developed for Tunisia.

Leads to an inspiring High Level Event!
Together with the Dutch Ministry of Foreign Affairs, in their prestigious conference hall in The Hague, the Community conducted a high level event where representatives of the Community shared ideas and discussed the creative and innovative solutions which the participants briefed. It was excellent to see so many authorities, from so many organizations, all together acting as a team!

The foundation is strong and agile,
Common Effort 2018 clearly showed that over the years the members of the Community have gained knowledge on each others perspectives and know how to make use of it. This enables the Community to rapidly start with developing pragmatic approaches. Another important achievement of the Common Effort Community is that members know where to find each other for the benefit of their organisation’s specific goals and ambitions, including outside the annual exercise dates.

Ambitious future plans for the Common Effort Community,
I believe the time has come to take the next step with the Community. How can we make greater use of our Community and this Exercise? Together with our partners, we are discussing the possibility to use Common Effort to provide a pragmatic and comprehensive view and develop ideas about early action on areas of interest at the political level, as they scan the horizon for early indicators of possible conflict.

For now, let us be proud of where we stand today after another rewarding exercise. It is my pleasure to provide you with this brochure in which you can read and see the results we achieved together, including our new members, during Common Effort 2018. I very much look forward to seeing you all again next year!

Communitate Valemus!

Michiel A. van der Laan
Commander 1 (German-Netherlands) Corps
Lieutenant General of the Royal Netherlands Army
What is the Common Effort Community?

The Common Effort Community provides a platform for exchange and cooperation between organisations that share the idea of comprehensive consultation, cooperation and preparation to improve stability, safety and security.

The objectives of the Community are to:

- Build and expand relevant networks to combine and coordinate efforts, expertise and experience.
- Train, learn and share knowledge and experiences. Through this, participants improve their understanding of fragility and conflict, including local security dynamics and perceptions of civilians in conflict areas. This in turn enhances the strategies in the protection of civilians.
- Develop and evaluate concepts and approaches in the form of annual action plans that translate the Joint Statement into concrete joint actions; wherever needed and whenever possible within the capacities and mandates of each signatory.
- Promote public and political support in Germany, the Netherlands, in other countries and with international forums like NATO, the EU and the UN. This enhances the comprehensive approach.

A diverse group
The Common Effort Community was launched on 20 May 2015 and today comprises more than 55 member and observer organisations. These predominantly German and Dutch signatories find their roots in government, civil society, police, military, academia and the private sector.

Both the civil and military organisations and observers specialise on fragile states and their specific issues. Think of the protection of civilians, human security and stability, development, capacity building and humanitarian aid. This is emphasised in the Common Effort Community Statement: “we are convinced that it is our common concern to contribute to a safe and secure world in which men and women live with dignity enjoying their universal human rights”.

On the lookout
Additional organisations are kindly invited to join the Community and to contribute to its aims. A signing ceremony is held every year during the High Level Event of the Common Effort Exercise. Signing the Joint Statement is seen as the official incorporation of new members of the Common Effort Community.

‘The Common Effort Community finds its roots in government, civil society, police, military, academia and the private sector.’
The week summarised

From 4 to 8 June, stakeholders from the civilian and the military environment gathered for the 2018 edition of the Common Effort Exercise to discuss the challenges of Tunisia and formulate innovative solutions together. They met at the Civil-Military Cooperation Centre of Excellence (CCOE) in The Hague. Common Effort 2018 was led by a steering group of representatives from 1 (GE/NL) Corps, TNO, Haus Rissen and the Dutch Ministry of Foreign Affairs.

The theme of Common Effort 2018 was ‘Exploring Comprehensive Approaches towards Tunisia and its region’. Looking at Tunisia is in line with the general idea of Common Effort that complex problems require the integration of different perspectives and inclusion of a wide range of stakeholders. Broadening Common Efforts’ earlier focus on relatively unstable and war torn environments like South Sudan (2015), Libya (2016) and Iraq (2017), Tunisia represents a relatively stable and democratic nation, which is seen as an exception in the Middle-East and North Africa. Still, Tunisia has to deal with many challenges in its democratic transition, challenges that may cause derailment if not addressed effectively.

Integrating multiple perspectives
The vast diversity in participating organisations, provided a foundation from which a mutual understanding of different perspectives, approaches and policies could emerge. This would eventually result in tangible solutions that could not have been explored with participants working in isolation. In seven ‘Theme Groups’, each led by a facilitator, they tackled Tunisia’s challenges.

These were:
- Strategic Importance
- Social Perspectives
- Economic Perspectives
- Security Sector Reform
- Good Governance
- Security and Safety Threats
- Media

Interaction and the exchange of information between these theme groups was a valuable addition to Common Effort. This insured that, whenever possible, the action plans and projects strengthened each other.

More insights into the specifics of the Tunisian society and its region were provided by subject matter experts. Among them Dr. Andreas Reinicke (German Ambassador in Tunis), Dr. Michael Ayari (analyst from International Crisis Group), Mr. Ronald Sonnemans (regional coordinator for counter-terrorism in North Africa, Embassy of the Kingdom of the Netherlands in Tunis), Dr. Yassine Turki and Ms. Azza Derbali (both from VNG International/CILG) and Ms. Lorena Lando (IOM’s Chief of Mission in Tunisia).

Ultimately, the theme groups presented their plans in a plenary session on Thursday morning, moderated by Prof. Dr. Jan Pronk. Intense discussions were incorporated in the plenary session and this contributed to a better understanding of how the different themes are connected. In other words, how the different recommendations can strengthen each other.

High Level Event
The High Level Event, held at the Dutch Ministry of Foreign Affairs on 7 June, closed the exercise. This event intended to communicate and discuss the findings of the theme groups with strategic level invitees from parliament, governmental and non-governmental organisations and defence.

Lieutenant General Michiel van der Laan (Commander of 1 German/Netherlands Corps), Her Excellency Dr. Joke Brandt (Dutch Ministry of Foreign Affairs), His Excellency Dirk Brengelmann and Dr. Neila Akrimi (VNG/CILG) gave key note presentations. An overview of the week’s results then followed, complemented with three theme group’s presentations. The discussion was again moderated by the former Dutch Minister for Development and Cooperation Jan Pronk.

The High Level Event closed with an award ceremony for the CIMIC Awards, organised by the CCOE and the Common Effort signing ceremony. Five organisations joined the Common Effort Community by signing the Community Statement.

Common Effort Exercise Objectives:
- Build mutual understanding while exercising interaction.
- Gain deeper insight into the transition complexities of Tunisia.
- Develop innovative ideas for integrated cooperation.
- To improve learning from comprehensive approaches.
It has been more than seven years since Mohamed Bouazizi’s protest sparked an uprising that led to the overthrowing of longtime Tunisian dictator Zine El Abidine Ben Ali. The revolution thereon spread throughout the Middle East. While the promise of the early days of the Arab uprising has evaporated throughout much of the region, Tunisia has continued its democratic transition in the face of economic and security challenges.

Recurring protests, escalating migration flows and rising 'democratic fatigue' increase the pressure on national government and international community to take steps towards a better future. The latest grievances that led to demonstrations in January of 2018 were triggered by the parliament's discussion of a finance law. It would raise prices of staple goods in the face of a devaluing Tunisian Dinar, high levels of unemployment and insufficient public services.

An effort to decentralise governance and better address Tunisians' concerns and needs was a key component of the country's democratisation. The municipal polls on 6 May 2018, the country's first-ever local elections, are potentially an important step in this decentralisation process and Tunisia's democratic consolidation.

The way forward
Managing Tunisians' expectations regarding economic improvement, particularly related to jobs and local development programs, has been a key part of the transition process. Therefore, having local municipalities empowered and capable of informing their communities, addressing people's daily needs, and responding to imminent demands is crucial.

Moving forward, it will be critical for municipalities to define their role in decentralisation as soon as possible to determine their own roles and responsibilities. This will be another critical step in Tunisia's democratic transition, as it prepares for presidential and parliamentary elections in 2019.

Yet economic stagnation, unemployment, political disaffection in poorer regions, and the inherent difficulties of a major political and social transition continue to threaten the country's stability. Terrorist attacks by ISIS affiliates shrivelled the Tunisian tourism industry, a vital economic sector. The collapse of neighbouring Libya and returning foreign fighters has increased Tunisia's vulnerability to extremist attacks.

Gender Equality
Since the beginning of the protests, women are on the front lines of change and play active roles as organisers and demonstrators. An awareness of gender equality exists in Tunisia since the '50s and women are fighting to have laws implemented. Women's status in Tunisia is more advanced and they have more rights than those in any other Middle-Eastern Muslim state. Tunisian women can work in any profession, have equal rights to men in most spheres and hold almost half the jobs in law and medicine. The law forbids polygamy and allows a woman to divorce her spouse.

Since the revolution, a central focus of the women's movement safeguards and protects the status of women in Tunisia. Following the 2012 collapse in national dialogue about the drafting of a new constitution, it became clear that women's status is entangled with wider debates concerning Tunisia's identity as a nation. Disagreements during the 2012 drafting process primarily concerned the role Islam was to play in the Tunisian constitution, but the proposal setting out “complementary” family roles for men and women, became a national (and even international) rallying cry. It showed the power of the post-revolutionary Tunisian women's movement.

A broad engagement with an inclusive and comprehensive approach to support Tunisia's transition process is an important part of reducing radicalisation and terrorism by ISIS and allied groups, as they recruit dissatisfied Tunisians, especially youth. To revive its economy and undercut violent extremism, Tunisia needs timely external support and internal strength to carry out decisive economic reforms, leading with a clean-up of corruption.
Ms. Hester Somsen

The Middle East is changing fast. Sometimes this change is negative, like in Syria or Iraq. But it can also turn out for the better. Tunisia is a prime example of this. And by working closely together Common Effort has the capacity to help prevent future conflicts and help speed this positive change along.

For this we need diplomatic partners, political partners, military partners; Common Effort is a community of professionals that have found each other and can come up with innovative solutions.

Mr. Ronald Sonnemans

One of Tunisia’s major upcoming challenges – just like it is for other countries – is the reintegration of returning foreign fighters. Some 3000 to 6000 young Tunisians that left the country to join violent extremist organisations could soon return, creating a real challenge for security services.

Even though Tunisia has already made efforts in strengthening resilience against extremism among its population, there is still work to be done. The populations mindset towards a soft approach has to change. You can take a dictator out of the country but you can’t take a dictatorship out of people’s minds.

Dr. Michaël Ayari

Despite Tunisians’ relentless efforts to change their system, real change hasn’t come. Mechanisms of regionalism and clientelism still remain some of the biggest challenges the country faces. To break this mechanism that is blocking Tunisia’s growth and prosperity, more economic inclusivity is necessary.

Dialogue and integration of different actors, both internal (like Tunisian entrepreneurs and the government) and external (like the European Union and the International Monetary Fund) are necessary conditions to create reform towards a prosperous economic environment.
Tunisia has always been a country of migration. Nearly 1.3 million Tunisians live abroad, mainly in Europe. A lack of opportunities and frustration are among the main causes. Many young men, supported by their family, sell their possessions in an all or nothing effort to reach Europe.

Our goal should not be to eliminate migration. Migration has many positive outcomes, like a positive economic impact. However, we should make migration a choice of free will instead of a necessity caused by desperation. We should provide opportunities for regular and regulated migration.

Regional inequalities were among the important reasons behind the uprising in Tunisia - and are still present. Most private investments go to the coastal areas; the interior does not profit. ‘Work, Freedom, National Dignity’ is the oft chanted slogan since 2010 and still resonates in the poor suburbs of the capital and marginalised inland regions.

The first local election in the country took place during an economic crisis and eroded enthusiasm within the population, typified by the low rate of participation and the weak results of the traditional political parties. The rapid tempo of political changes and the slow speed of socio-economic reforms frustrate the younger generation. Despite feminist and youth awakening in social movements many obstacles must be overcome.

Decentralisation may introduce a new context. Adopted by all parties, decentralisation is required to empower all regions, supported by sufficient resources and public spaces created for democratic debate.
As Tunisia is widely seen as an example of peaceful transition to democracy, it’s valuable to ponder the question: Why? And how can we make this transition an example to the rest of the region? The Theme Group ‘Strategic Importance’s’ short answer: Carthago 2030 - a future roadmap for Tunisia.

The self-immolation of a street vendor in December 2010 in Tunisia ignited the spark that led to the Arab Spring. This single act of desperation resulted in regime changes and civil wars. Syria and Libya are clear examples of revolution resulting in internal turmoil. Tunisia however saw a fast peaceful transition to democracy.

Tunisia As Model
The unpredicted rapidity that led to the ousting of the Ben Ali Regime and triggered a domino effect throughout the rest of the region shows how quickly tides in the MENA region can turn and assisting Tunisia in becoming a beacon for its neighbors is therefore a valuable investment in a peaceful future. Carthago 2030 is not only a project for Tunisia. It can also be used as a vision for the future of the whole region for 2030 and beyond.

Carthago 2030
This festival-like initiative should make Tunisia the economic hub in the region, the bridge to Europe and the prime example of peace and prosperity in the Middle East and North Africa. Most importantly: it won’t take place in a single city but cover all of Tunisia. Thus it will bring the country closer together and improve its overall strength.

4 pillars are, according to the Theme Group, crucial for this vision. Tunisia must meet these conditions for Carthago 2030 to be a success:
- Improved rule of Law; A prerequisite for a safe environment and attracting investors,
- Realised Socio Economic Reform; Release the vast human capital of a young population,
- Demographic factors minimised; youth unemployment and migration must have been lowered,
- Established international Partnerships and agreements.
A poor countryside, a lively black market, 35 percent youth unemployment and a fragmented society; How to improve cohesion in Tunisia is a difficult question. But the outcome the ‘Social Perspectives’ Theme Group strived for was simple: ‘The vision of the revolution of 2011 (work, freedom and national dignity) needs to be achieved with broad societal support.’

Autocratic governments ruled the North African countries that experienced uprisings, specifically during the Arab Spring. The leaders ruled their people ‘top-down’. Until the revolutions demonstrated the power of bottom up initiatives there was little room for the people to have their voices heard.

With the current changes Tunisia undergoes, a good balance between bottom-up and top-down rule becomes vital. The first allowes for people to find future perspectives, guarantees local ownership, stimulates shared responsibility among multiple stakeholders, reinforces social cohesion and fosters dialogue. The second - top-down rule - then gets an extra dimension. Those in charge need to listen to what bottom-up approaches can offer.

Ownership to the people
Dealing with change is dynamic and requires trust that, even though the process might be difficult, the outcome will be worth it. To create this trust in a society that has evolved through decades of autocratic rule and divide the Theme Group discussed returning ownership to the people of Tunisia.

This can be done through an initiative the participants named ‘Al-Ijtima’, an open dialogue for discussion. This should stimulate bottom-up initiatives with Tunisians taking ownership. The goal being to instate participatory budgeting, provide alternative access to credit and lower boundaries for entrepreneurship.

Never one answer
In exploring ways to improve social cohesion, the theme group also took into account factors like class, race, sexual orientation and gender. These aspects of humanity don’t exist separately from each other, but are inextricably linked. Through decentralisation, driven by open dialogue, trust and accountability will improve. This in turn increases national cohesion.
Theme Group ‘Economic Perspectives’

How can inclusive sustainable economic development contribute to stability and prosperity?

There are many factors that obstruct sustainable economic development, such as urban bias, corruption, an informal economy and migration brain drain. But a major factor is clientelism. To restore Tunisia’s economic growth, changes have to be made to three elements of the economic environment: administrative governance, the economic & fiscal framework and the citizen/state relationship. These are longer term goals, but certain low hanging fruit can be reaped at short notice. For instance: by reforming the country’s policies, influence on the lower societal levels and bottom-up initiatives should be increased.

Following an ill-fated experiment with socialist economic policies in the 1960s, Tunisia embarked on a successful strategy focused on bolstering exports, foreign investment and tourism. All have become central to the country’s economy. Key exports now include textiles, food products, chemicals and phosphates. Some 80% of Tunisia’s export is bound for the EU.

Tunisia’s diverse, market-oriented economy has long been cited as a success story in Africa and the Middle East. It does however face an array of challenges following the 2011 revolution. Among these challenges are slow economic growth, high (youth) unemployment, terrorist attacks that damage the tourism sector and an oversized public sector.

Legislation
On the legislative level the group is convinced that there should be more influence for citizens to present initiatives, contribute to decision making and have their voice heard. This also adds to the second remark of the group: the citizen-state relationship has to improve. Trust in the government is to be built from the ground up. In this development, dialogue and transparency are key.

Thirdly, a social structure of clientelism inhibits young people and startups of entering the market. In this political or social system, political or financial support is exchanged for special privilege or benefits. This needs to be changed, so young businesses can grow and boost the economy.

Quick wins
Next to long term political reform, the ‘Economic Perspectives’ Theme Group also suggested four initiatives that will deliver quick wins: develop the ICT sector, develop agricultural technology, improve female employment and improve infrastructure. Be it through the creation of jobs or the increase in productivity, all will help Tunisia in the short term.
Security Sector reform is an important topic for the future of Tunisia. As quickly became clear in the ‘Security Sector Reform’ Theme Group’s pitch, the current issues are vast and seem to be worsening. “Over the past two years police brutality increased, while the judicial system lacks expertise and knowledge.”

A stable and transparent security sector is one of the most critical conditions in the development of a nation. It builds trust in government and security institutions. In analysing the Tunisian security sector in three separate groups however, the Theme Group realised there is a long list of ‘lacks’. The three most urgent being:
- A lack of will inside the Ministry of the Interior.
- A lack of effectiveness of the court system.
- Stovepiping* information between the Ministry of Defense and the Ministry of the Interior.

The solution here doesn’t lie with the politicians and ministers, as in the past 4,5 years Tunisia saw 6 ministers of the Interior. “We need to look at the employees of the ministries and not at the ‘Top Dog’. And why would they want their country to change? They are after all in a comfortable position of power. You have to show them that through this reform, they will strengthen their position.”

Carrot and Stick
The Theme Group was however divided over the method with which to address the issue. “A majority was in favor of the stick method.” The metaphorical stick stands for a coordinated and publicised effort by the international community to convince Tunisia it has to change these issues. “This is a very heavy stick, so we should emphasise that we are also willing to help and support them.”

The ‘carrot’ approach formed the opposing argument. Through dialogue the international community should feed Tunisia the idea to use its police force of several thousand Tunisians properly. It can then help train these police officers and strengthen the Tunisian Security Sector.

*Stovepiping is a term used in intelligence when storing data separately, preventing proper analysis by stopping objective analysts from drawing conclusions based on all relevant data. It has acquired a broader meaning of manipulating information to prevent cross-checking that might not support a prejudgment.
Theme Group ‘Good Governance’

How can the interaction between authorities and the population at local level / emerging communal level be developed?

The development of local politics and democracy (decentralisation) is an important factor in driving the transition and economic growth of Tunisia. However, the population has little experience and is not familiar with the ongoing decentralisation. The recent first ever municipal elections proved this. Turnout was disappointingly low, especially among youth. There is little awareness of the process.

A general feeling amongst the citizens is that they are disappointed with the results of the Arab Spring. Hope has lost ground and optimism has made way for pessimism. Still, decentralisation is the way to improve these conditions, the group thought.

Three key subjects were identified as being crucial in developing the interaction between authorities and the population at a local level.

- The government must do everything possible to empower the local government.
- Trust in local authorities needs to improve.
- The youth has to be included.

This leads to a four faceted approach, as stated by the ‘Good Governance’ Theme Group:

- **Integrity building**
  “Open the doors to all community meetings. Show the population how contracts are signed, how the money is flowing and how decisions are made. Augment this with youth councils to interest youth in the decision making process. And why not invite a rapper to perform afterwards?”

- **Use a pro-active narrative**
  Establishing an environment in which local media can report freely, objectively and thoroughly; will increase trust in the media. It will also help the population inform itself. Through this, the good work done by municipal governments becomes more widely known and integrity increases. For those in power this means: ‘Do good and show it’.

- **Integrate**
  Different generations and societal groups must connect to create mutual understanding and appreciation. This can be achieved in many ways. A simple example is to give youth the opportunity to visit the countryside and spend time with the elderly by hiking, talking or fishing together.

- **Participation**
  Population’s trust should be regained through participation. The theme group strongly believes that it is necessary to bring the local government to the people, instead of trying to bring the people towards the government. For this reason, several actions are necessary. First of all, the government should talk to its citizens, explain to them its work, managing the expectation of the population. Secondly, the government should include the Tunisian youth in the transformation process, creating young councils and organizing events that could attract young people. One idea is to sponsor social-cultural events where active/political talking and leisure activities are mixed.

“In short, we had a difficult question, but a simple answer. Citizens are disappointed because of a lack of progress since the Arab Spring. Hope has lost ground. But let’s try to get hope and laughter back. A smile is hard to get and hard to keep. It’s about gaining trust and embracing loved ones. We need to treasure that treasure.”
Theme Group ‘Linking Security / Safety Threats’

The problematic relationship between population and the police - a prominent root cause for violent extremism.

Perceived misconduct, a lack of transparency and use of excessive force; Tunisian security forces’ reputation and relationship with the population is in need of urgent improvement. These factors have led to frustration among Tunisians and are a reason for young people joining terrorist and criminal organisations.

The group formulated as objective outcome of change: a police force that is visible, accountable and less corrupt. It must serve the community free from excessive force and arbitrary arrests.

In their presentation, the ‘Linking Security / Safety Threats’ Theme Group elaborated on their ideas to change this on the policy, operational and technical level. But the main message was simple: “A bottom-up approach is lacking. That is the first issue we need to address."

‘Do good and show it’
On a technical level, introducing electronic payment and e-government systems are simple practical steps that will decrease corruption. In short: “we need to rebrand the police as a whole. New uniforms, bodycams and smart static cameras increase officers’ pride and show the community a police force free of corruption and arbitrary arrests.”

Small steps
The first action to be taken towards making police more visible and trustworthy is training. The Netherlands already assists with several projects, but more capacity is needed. Guidelines on a model of transparent oversight are a second priority. “The body overseeing this can even set examples by naming and shaming police officers guilty of misconduct.”

Salaries of police officers need to increase. They simply earn too little, which increases the likelihood of corruption and the acceptance of bribery. This should, according to the theme group go along with reinforcement of positive behavior. Adding a ‘bottom-up’ approach through dialogue further increases the credibility of security forces.
The self-immolation of Mohamed Bouazizi in Tunisia in December 2010 ignited the Arab Spring. Social Media played a major part in this domino effect. Unlike other countries, in Tunisia a democratic transition took place. Sadly, the structural foundation of the country has not seen the change the population strived for.

It is the media - including the use of social media - that, according to Theme Group ‘Inventive Media’, has the potential to revive Tunisia. These platforms created the necessary public space for dialogue and confrontation that Tunisia is desperately missing. Through this, the revolution was fueled. Given the lack of physical public spaces in many rural regions of Tunisia, internet represented the real Tunisian gathering place.

Media plays an important role in Tunisia’s transition process as an instrument of political interest, expression of social grievances and for societal transition; hopefully to more democracy and societal inclusion. Media also has an increasing role in terms of education, employment and in the fight against radicalisation. This landscape is in a transitional process though, which not only includes media regulation and structure but also aims to improve skills and ethics of Tunisian journalists.

Art as change maker
The Arabic word ‘3abber’ or ‘express yourself’ was the theme group’s suggestion for a recurring project and event. Young Tunisians are invited and challenged to express themselves through art and culture. The choice of their expression is free but must contribute to the transition process, exclude violence and be aimed at inclusion of the whole population.

A cross media campaign will cover all stages of ‘3abber’ while confirmed Tunisian artists like sculptors, authors, photographers, cinematographers, painters and musicians coach those selected for delivery. The selected artists themselves regularly report progress through social media.

The virtual and public ‘3abber’ festival is the apotheosis. It mixes show, entertainment and exhibition. In this way, ‘3abber’ will expand the public space to encourage an open dialogue across generations. It brings the community together, demonstrates the strength of diversity in opinions, empowers Tunisian youth, generates pride and self-esteem and gives a voice to a part of Tunisian society that is critical for the sustainable transition to a stable democracy.
Final reporting plenary sessions

Before heading to the High Level Event at the Ministry of Foreign Affairs in The Hague on Thursday morning, the participants of Common Effort 2018 gathered in the Auditorium of the CIMIC Centre of Excellence (CCOE) to present the results of the theme groups.

The event was moderated by Mr. Jan Pronk, former Dutch Minister of Development and Cooperation and Deputy Secretary-General of the United Nations.

After every group presented their outcomes aimed at finding feasible solutions for Tunisia, Mr. Pronk challenged the audience to test their thesis.

To close off the final reporting plenary sessions three projects among the ones presented by the Theme Groups were selected to be presented during the High Level Event of the Common Effort Community.

The final and most important realisation was the necessity of a real comprehensive approach based on cross-cutting solutions that embrace several themes at the same time. For example: no economic reform can be effectively implemented and successful if it is not developed together with a strengthening of social environment, freedom of speech and re-establishing of trust in governmental institutions and the police force.

The final plenary session taught participants the real core values of Common Effort: we cannot work alone in a complex world full of complex challenges. The secret is cooperation, trust and communication between different organisations, between civilian and military, between different countries that share the same world.

“Tunisia has potential: the country has an educated population and relative stability, but the economy is still underperforming. The solution is fighting clientelism that prevents the formation of startups, and to invest in the ICT sector, agritech and female employment”

Theme Group Economic Perspectives

“The key for Tunisia is to build trust between local authorities and its population. Focus should also be put into the development of integrity, transparency, civil education, e-governance and dialogue. It is essential to go to the people and talk to them.”

Theme Group Good Governance
'The local elections of 2018 marked one of the highest points of the democratic transition in Tunisia. However, problems are still there. For example: the average life of a government in Tunisia is less than a year: this is not sustainable, to implement the necessary reforms.'

Dr. Neila Akrimi, Director Strategies and Development VNG-International

‘Often the military feels the need to integrate civilians into a mission for better results. Especially when it comes to stabilisation. Therefore, NATO developed the Comprehensive Approach. The difficulty of this method however, is to come from the theoretical level to the concrete level.’

His Excellency Dirk Brengelmann
German Ambassador for The Netherlands
‘In the future we should unlock the great potential of this Community. We can use this annual event to actually support and contribute to the decision making process with concrete actions that could be executed. This would be exploiting the community, this is the outcome of many years of investing in the network and our friendship, this is what will contribute to our shared aim: a more stable and secure world.’

Lieutenant General Michiel van der Laan, 1 (German/Netherlands) Corps

‘Common Effort’s strength is diversity: none of us is a complete toolbox with all the solutions. Each element is important, so bringing together differences is necessary to achieve better results.’

Her Excellency Drs. Joke Brandt, Dutch Ministry of Foreign Affairs.
The Way Ahead

Strengthen the ties between theory and practice, become more ‘product-oriented’ and include international developments; these were just some of the suggestions the Common Effort Exercise’s participants mentioned in their discussion on the way ahead for the Community.

Since 2015 the Community meets annually and has developed constantly. Starting with South Sudan in 2015, followed by Libya, Iraq and this year Tunisia; members of the community have addressed many issues, exchanged their perspectives and gained much experience. Therefore, Common Effort clearly stands out as a strategic network for the Comprehensive Approach. Still, success has its drawbacks and long term participants may experience diminishing return. Community members have suggested to bring Common Effort to a next level by unlocking its full potential at the strategic and operational level.

Relevant output
This year, with focus in early preparation on linking organisational policies and key issues for Tunisia, relevance for key stakeholders increased. This input allowed the different working groups to focus more directly on those key issues and generate concrete innovative ideas. Recommendations could be framed as quick wins and tangible results and as long term goals.

Two lines of development can be seen. One reflects the need to use the week as a gathering of subject matter experts that have been working during the year in specific projects. They should report and discuss their results. The second is providing a platform for exercising intensive interaction with new and experienced participants building their shared awareness. Thus, a combination of the exercise and integrated projects. The annual event would then become a network and training opportunity where best practices of every group’s approach could be presented.

Concrete Actions
To strengthen the ties between theory and practice, several participants recommended taking into account the latest policy priorities of the Ministries of Foreign Affairs and Defence of the Framework Nations. More focus on prevention (‘Early warning, early action’) could enable the Common Effort Community to develop concrete actions to prevent outbursts of violence.

The recently adopted Integrated Foreign and Security Strategy 2018-2022 and the Dutch Defence Policy are good examples of this focus on prevention. The new policy document on foreign trade and development cooperation “Investing in Global Prospects” is important in this respect. Conflict prevention is after all one of the four pillars of this new policy document and highly connected to poverty reduction. Now that Germany has been elected as a non permanent member of the UN Security Council in 2019 and 2020, Germany will intensify its efforts to modernize the UN system in order to effectively promote peace and security.

End Goals
Some participants also pointed at various international developments and discussions for which the potential of Common Effort could be fully used, such as the modernisation of UN peacekeeping missions, cooperation with EU, protection of civilians and efforts to address the root causes of conflict and stability. For the latter Agenda 2030 on the Sustainable Development Goals is an important global commitment. In the end, Common Effort should aim to produce concrete proposals and present best practices of activities promoting security and sustainable peace.
Common Effort Community Statement

WE

as signatories and observers to this statement launching the Common Effort Community, coming from government, civil society, the military and private sector in Germany and the Netherlands as well as others interested from within the UN and other countries

* are convinced that it is our common concern to contribute to a safe and secure world in which men and women live with dignity enjoying their universal human rights

* are aware that conflicts and fragility generally result from a complicated interplay of diverse, but often interrelated factors, such as economic (lack of jobs and income), political, social, cultural and religious aspects. Recent history shows that this interplay can easily lead to a lack of identity amongst youth, poor basic services, weak state structures, unable or unwilling governments, which eventually can generate fundamentalism and extremism

* conclude that sustainable solutions for fragility and conflict can only be achieved with a comprehensive, whole-of-society approach, comprising a wide range of governmental and non-governmental actors, internationally as well as in the country at stake; and that the UN, the international civil society and the international military organisations that work in the field of humanitarian aid, reconstruction, development and peace building should interact in an effective manner, while respecting each other’s mandate, in order to address the multiple dimensions of fragility and conflict

* intend to build and expand relevant networks to combine and coordinate efforts, expertise or experience; to train, learn and share knowledge and experiences to improve our understanding of fragility and conflict, including also local security dynamics and perceptions of civilians in conflict areas, which will also enhance our strategies in the field of Protection of Civilians; to develop and evaluate our concepts and approaches by formulating and implementing yearly Action Plans that translate this Statement into concrete joint actions, wherever needed and whenever possible within the capacities and mandates of each and every signatory; to promote public and political support in Germany, The Netherlands as well as in other countries and with international forums like NATO, EU and the UN for the Integrated (comprehensive) Approach.
New Signatories
Common Effort Community
Signing Ceremony 2018

HiiL The Hague Institute for Innovation of Law
NIMD Netherlands Institute for Multiparty Democracy
T.M.C. Asser Institute
Gender Concerns International
Relief Base
Common Effort Community Signing Ceremony

HiIL's contribution to Multiparty Democracy

ASSER INSTITUTE

Gender Concerns International

Reliefbase