

ONGERUBRICEERD**Defence, Safety & Security**Kampweg 55
3769 DE Soesterberg
P.O. Box 23
3769 ZG Soesterberg
The Netherlands

www.tno.nl

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F +31 34 635 39 77**TNO report****TNO 2018 R11365****Common Effort 2018: Evaluation, Summaries
and Theme Group reports (V1604)**

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Author(s)	P.J.M.D. Essens C.E.A. van Weerd
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Summary

From 4 to 8 June 2018, the Common Effort Community, with a total of 190 registered participants from 68 organisations, gathered in The Hague, the Netherlands, for its annual meeting, comprising the exercise and High-Level Event, with this year's theme 'Exploring Comprehensive Approaches towards Tunisia and its region'. Broadening Common Efforts' earlier focus on South Sudan (2015), Libya (2016) and Iraq (2017), Tunisia with its strategic importance in the region was chosen to explore innovative, comprehensive approaches towards the many challenges of Tunisia's fragile democratic transition. This report presents an evaluation of the achievement of the objectives of Common Effort 2018. In addition, a summary of the content of the meeting is given, comprising the theme group reports and a summary of the background presentations.

Focal themes in Tunisia's stability and democratic development had been identified and described in preparation meetings with subject matter experts from governmental and non-governmental organisations. The seven focal themes were:

Social Perspectives	Strategic Importance
Economic Perspectives	Good Governance
Security Sector Reform	Linking Security/Safety threats
Inventive media	

These themes formed the basis for the seven theme groups the participants worked in for two days ('exercise') with the task to develop innovative ideas and proposals for integrated cooperative action. Invited subject matter experts provided additional background on the developments in Tunisia and region in plenary presentations. Pitches of the ideas and proposals developed in the theme groups were presented in a plenary meeting and three of them were also presented to the strategic level audience in the High-Level Event, with invited strategic level representatives from parliament, governmental and non-governmental organisations and defence, with the intention of providing ideas for follow-up actions by the policy makers.

Similar to the evaluations in previous years¹, feedback from the participants was collected via a voluntary paper survey, observations, team group self-evaluations, and new, post-exercise interviews. These provide the backbone of the evaluation concerning how well the objectives of the Common Effort meeting were achieved. The Common Effort objectives were to:

- 1 Build mutual understanding of the different perspectives, approaches and policies of the participants;
- 2 Gain deeper insight into the complexities of (in)stability and fragility, regarding the area and theme under focus;
- 3 Develop innovative ideas and proposals for integrated cooperative action within the Common Effort Community and with stakeholders in the area;
- 4 Improve learning from our experience with comprehensive approaches.

¹ *Common Effort 2.0 - A new approach to civil-military interaction exercises: Evaluation of CE-2015*. TNO 2015 R11559; *Common Effort 2016: Setup and Evaluation*. TNO 2016 R11328; *Exercise Common Effort 2017: Quality of interaction assessment in a multinational, multiagency education exercise*. DRDC-RDDC-2017-R154.

Objective three has developed since 2017 into a stronger focus on policy-related outcomes, which was this year backed by early theme preparations with policy representatives and domain experts and provided the content of the High-Level Event.

Survey results at the end of the exercise (response 51% of 107 distributed questionnaires) showed high appreciation (70% or more positive consensus amongst the respondents) for the content of the exercise, what was learned about Tunisia, the subject matter expert presentations, their theme group and group size, the week schedule and the venue. Results also showed negative consensus on four items (a low score that at least 20% of the respondents agreed upon): learning about the comprehensive approach; the diversity of participating organisations; enough diverse expertise in the theme group; well-balanced civil-military in the theme group. Converging comments from the team group self-evaluations indicate that the individual strengths and expertise of the participants should be better exploited in the theme groups. It was also mentioned that too much focus on an end product might hinder the discussions, with over-ambitious end goals, given the brief time frame to get to concrete action points.

These results suggest that while there are many strong elements in the setup and content of Common Effort exercise, at least some of the participants made it clear that several elements contributing to the Common Effort objectives had not been sufficiently realised. Additional interviews after the exercise with a few long-term partners in Common Effort in the Netherlands revealed that there is a risk of diminishing return for regular participants who want an outcome focus that is strongly related to policy development questions, while at the same time newcomers may need a learning focus - to get to know each other, to build mutual understanding.

The conclusion is that the diversity of needs of the participants and the Common Effort Community are not sufficiently served with the current model of the meeting that has one line of development and four objectives (theme groups, learning and output focus). A new model is proposed with multiple lines of development that allows diversification of focus in the activities and groups during the week, while still maintaining a common focal theme relevant to Dutch and German policies. Proposals for such model will be discussed with the Common Effort Community in the preparation for the 2019 Common Effort meeting.

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1 Introduction

From 4 to 8 June 2018, the Common Effort Community gathered in The Hague, the Netherlands, for its annual meeting, comprising exercise and High-Level Event. The theme of Common Effort 2018 was 'Exploring Comprehensive Approaches towards Tunisia and its region'. Broadening Common Efforts' earlier focus on South Sudan (2015), Libya (2016) and Iraq (2017), Tunisia with its strategic importance in the region was chosen to explore innovative, comprehensive approaches towards the many challenges of Tunisia's fragile democratic transition.

Participants came from governmental, non-governmental and military organisations, mainly from Germany and the Netherlands and some directly from Tunisia: 190 participants from 68 organisations, 130 at the exercise, and an additional 60 invitees at the High-Level Event afternoon session on the 7th. The exercise took place at the Civil-Military Cooperation Centre of Excellence (CCOE) in The Hague. The High-Level Event at the end of the exercise took place at the Dutch Ministry of Foreign Affairs.

In line with evaluation reports of the earlier annual events², we present in this report an evaluation of Common Effort 2018. Learning from the feedback given by the participants is essential to align, as well as possible, to the needs of the Common Effort community. This report also provides, for reference purposes, summaries of the expert background presentations on Tunisia and the theme group reports.

Common Effort objectives

Common Effort as an approach to bring diverse organisations together to learn from each other and explore innovative, comprehensive approaches developed from feedback by civil participants in the military-led exercises organised since 2010 by the First German Netherlands Corps (1GNC). 1GNC initiated these to improve civil-military interaction and comprehensive thinking in military missions^{3,4}. This feedback led to the conclusion that to achieve more effective learning from civil-military interaction settings, shorter and more intensive settings using real and actual scenarios were needed. This idea was captured in the motto 'short, rich, relevant and inclusive'. Distinguishing from the military-led civil-military exercises, Common Effort was positioned as a civil-led exercise with a broad diversity of civil organisations and the military. Also, it was realised that comprehensiveness not only needs civil-

² Common Effort evaluation reports:

"Common Effort 2.0 -A new approach to civil-military interaction exercises: Evaluation of CE-2015". TNO 2015 R11559; "Common Effort 2016: Setup and Evaluation". TNO 2016 R11328; "Exercise Common Effort 2017: Quality of interaction assessment in a multinational, multiagency education exercise". DRDC-RDDC-2017-R154.

³ Civil-military exercise evaluation reports:

"Common Effort': an experiment in collaboratively building a comprehensive approach". TNO-DV 2012 C094; "Evaluatie bijdrage Buitenlandse Zaken aan de oefening Reliable Sword". [Evaluation of the contribution of Foreign Affairs to the Exercise Reliable Sword] TNO 2014 R11600.

⁴ Related Comprehensive Approach reports:

Essens, P., Thompson, M., Karrasch, A. Jermalavičius, T. "Building Effective Collaboration in a Comprehensive Approach". NATO Science and Technology Research Study Group. TR-HFM-227; "Effective Inter-agency Interactions and Governance in Comprehensive Approaches to Operations. NATO Science and Technology Organization Report". MP-HFM-236.

military understanding, but also understanding between the diverse civil parties ('civil-civil-military interaction').

The underlying (social-psychological) mechanism applied in the Common Effort exercise is that working together on a complex problem – and not just conferencing – is needed to experience the challenges of bringing diversity of perspectives to a coherent comprehensive effort. The High-Level Event, at the end of the exercise with invited strategic level representatives, was intended to link operational objectives with strategic objectives. Besides its annual meeting, Common Effort aims to provide a network for its community for comprehensive consultation, cooperation and preparation to improve stability, safety and security in fragile/unstable regions or countries.

Four objectives currently provide the framework for the development and implementation of Common Effort, being:

- 1 To build mutual understanding of the different perspectives, approaches, and policies of the participants;
- 2 To gain deeper insight into the complexities of (in)stability and fragility, regarding the area and theme under focus;
- 3 To develop innovative ideas and proposals for integrated cooperative action within the Common Effort Community and with stakeholders in the area;
- 4 To improve learning from our experience with comprehensive approaches.

The first two objectives reflect the basic principles of Common Effort: openness to a broad diversity of perspectives and interacting and working together in a complex, realistic problem situation that requires input from all parties. These two objectives steered the design of the Common Effort exercise in 2015.

The third objective emerged from feedback in 2017 from participating organisations, asking for more tangible results of the annual meeting, results that could be linked and contribute to policy development or kindle new, collaborative projects. The fourth objective explicitly formulates the need to learn from practice. While the civil-military exercises of 1GNC mentioned earlier and Common Effort initiative were triggered by experience in practice, input from current practice and learning from these needs continuous attention.

With these objectives in mind, this report aims to evaluate the achievement of the objectives. The report starts with the design concept and organisation of the Common Effort meeting. Then results from the diverse sources for the evaluation are presented. Finally, the report provides recommendations for future Common Effort Community meetings. The Appendices contain content-related summaries from the subject matter experts on Tunisia, the theme groups' key questions and conclusions, and the seven theme group reports.

2 Design and organisation of Common Effort

The basic design and organisation of the Common Effort meeting has remained globally the same over the years, with incremental adjustments based on feedback from participants and practice. The steering board of Common Effort⁵ annually selects the central theme of the exercise, related to a country with a complex stability/fragility situation – in 2018 Tunisia – drawing from input from policy makers in the Netherlands and Germany, the First German Netherlands Corps (1GNC), and members of the Common Effort Community. Key issues in the development of the stability/fragility situation are then defined that form the basis for ‘theme groups’ in which the participants are invited to participate. In general, these issues relate to the regional position of the country, the safety and security situation, security sector reform, governance structure and social, economic and humanitarian challenges. The meetings are held alternately in The Hague and Berlin.

Participants arrive on a Monday evening at the so-called ‘Ice breaker’ and depart on a Friday morning after the review discussion and evaluation session. In plenary evening sessions, usually on the Tuesday and Wednesday, subject matter expert presentations provide deeper insight into the central theme. These presentations, along with the additional theme-related information package (‘country book’), are intended to provide a common knowledge basis for the participants and trigger the discussions. After two days of working together in the theme groups analysing their key issues and finding common approaches, the theme groups report and discuss their findings in the plenary meeting on Thursday morning. At the High-Level Event on Thursday afternoon the meeting results are presented, together with presentations by invited strategic level representatives on policies related to the central theme or, more generally, on policies on a comprehensive approach and safety and security.

Implementation of lessons learned

Feedback from participants over the years (see the evaluation reports) shows a high level of appreciation for the chosen theme, the substantive discussions, the speakers, the organisation in general, and the opportunity to meet and discuss with representatives of the different organisations. Lessons learned from main comments relate to the need for earlier involvement and preparation of the facilitators; earlier preparation of the participants of their expectations and insight in the process of the exercise; earlier, i.e. pre-exercise, assignment of participants to the different theme groups. Also, the need for more local country expertise in the groups was mentioned. A recurring topic was the need for more clarity on the expected output (the report) and guidance on the discussion format in the groups. This also links to the comments on the limited time available to arrive at an intended end product with the group. The expert speakers were highly valued, but a recurrent request was to have them before the discussions started. Moreover, having two speakers on Wednesday loaded the programme and limited the time to finalise the group work. Already mentioned in the introduction was the wish of participating organisations to increase the policy relevance of the results of the meeting. Another repeated wish is to have more participation from German NGO’s.

⁵ The 2018 Common Effort steering board comprised 1GNC (Chair and secretary), Dutch Ministry of Foreign Affairs (NL MOFA), Haus Rissen and TNO.

For the 2018 meeting, the lessons learned were implemented as follows:

- Output relevance.
Output relevance for policy requires policy questions input. In two meetings with subject matter experts from governmental and non-governmental organisations, one in December 2017 at TNO The Hague, the Netherlands (only Dutch participants)⁶, and one in January 2018 at 1GNC in Münster, Germany⁷ seven key issues for Tunisia's stability and development were identified. In addition, to create a stronger link between exercise results and the High-Level Event and allow for policy discussion, the pitches of three theme group results and a Tunisia review presentation were scheduled at the HLE.
- Early involvement of the facilitators.
Proponents of these seven issues also took the role of facilitators, and at the January 2018 meeting produced an outline of the problem statement and how to address that problem during the exercise.
- Early information to participants.
Common Effort Community received a save-the-date email at the end of February and a formal invitation⁸ with an internet-based registration form for the meeting (Exercise or High-Level Event) in March. At registration detailed information of the meeting and the theme groups they could select (at least two), was provided⁹. Reference was made to information that could be found on the Common Effort website: (<https://www.common-effort.org/common-effort-2018>).
One week before the meeting an information package was sent to the participants, comprising the meeting schedule, the biographies of the subject matter expert speakers, the moderator and the theme group facilitators; the 2-pagers of each theme group and the theme group descriptions; the allocation of the participants over the theme groups, and the Tunisia Country Book.
- Clarity of process and output.
In contrast to earlier years, the leaders (or facilitators) of the groups, being theme-related experts themselves, had been actively involved in defining the theme group's content and the problem statements. In addition, they were responsible for writing a 2-pager containing a problem statement, background information and plan for the theme group sessions¹⁰; organising their groups, guiding the group members in developing the theme and generating innovative ideas for action; reporting the results; and finally writing a summary report. The outline and discussion format were provided and explained at the January meeting. The formats of the output pitches and the reports were provided at the start of the Common Effort meeting.
- Need for more Tunisia expertise in the groups.
All invited Tunisia experts, six in total, had confirmed that they would stay during the meeting, participate in the groups and be available for consultations on request.
- Request for earlier input from the expert speakers.
We redefined the Monday evening ice breaker as the actual start of the meeting, including two SME speakers on Tunisia. In addition, three other SME speakers

⁶ See Appendix A. Invitation Consultation of Experts meeting

⁷ See Appendix B. Invitation Planning Workshop

⁸ See Appendix D. Invitation Common Effort 2018

⁹ See Appendix E. Theme Group Choices at registration

¹⁰ See Appendix C. Sample Theme Group '2-pager'

gave their perspectives on the Tunisia development at the start of Tuesday morning, and one SME on Tuesday evening. In this way background input on Tunisia was provided at the beginning of the exercise. This also allowed the kick-off meeting of the theme groups to take place on Monday evening, and free the Wednesday evening for optional time for the group work.

Meeting process

As shown in Figure 1, the theme groups met on Monday night and worked then for two days on their tasking (*“For each theme group: a concept plan with innovative idea(s) and proposal(s) for integrated cooperative action on the focal issue”*), analysing the relevant issues of their focal theme and generating ideas for collaborative actions. Facilitators met in the evening together with the organisers to discuss their progress and potential interaction needs with the other theme groups.

On Thursday morning each group presented their results in a pitch format in a plenary session. Prof Jan Pronk moderated the discussion with the audience. Three of these pitches were also presented at the High-Level Event that afternoon, selected by the steering committee, organisers, and Jan Pronk based on the best impression of how they had conveyed their innovation potential.

On Friday morning, the organisers presented the feedback that had been gathered from participants via paper questionnaires and the group evaluations. The organisers also discussed observations of the observation team and the audience discussed the highlights and improvement points of the week as well as shared ideas about potential future developments.

	Monday, 4 June	Tuesday, 5 June	Wednesday, 6 June	Thursday, 7 June	Friday, 8 June
A M	(Travelling)	08.30 – 10:00 Plenary: >Mr Ronald Sonnemans 'Fighting violent extremism' >Mr Yassine Turki 'Decentralization in Tunisia and municipality elections' >Ms Azza Derball 'Tunisian youth and gender perspectives'	08.30 – 09.30 Plenary: Facilitators report 09.30 – 19.00 Theme groups sessions	08.30 – 11.00 Plenary: • 7 Groups discuss their findings Moderator Jan Pronk 11.00 – 12.00 Preparation and Departure exercise participants to MoFA (busses)	08.30 Plenary: • Conclusions/ Follow-up • Topics/Ideas for CE'19 10.30 Out-processing
P M	13.00 – 17:00 Arrival @ CCOE In-processing	10:00 – 19.00 Theme groups sessions		High level event (@ MoFA) 12.30 Welcoming reception > Keynote HE Dr. Joke Brandt MoFA > Exercise Reflections > Pitches Innovative Ideas > Tunisia Keynote Dr. Neila Akrimi, CILG/VNG-International >CCOE award ceremony >Community signing session >Closing words / Way ahead 16.30 Reception (18.00 Departure - busses)	(Travelling)
E V E N I N G	18.00 – 20.30 >Opening >Keynote Dr Reinicke DEU Ambass. Tunisia >Keynote Dr Michaël Ayari (CrisisGroup) 'Blocked transition' >Intro CE Week 20.30 – 21.30 >Theme Group formation >Icebreaker	19.00 – 20.00 Keynote Ms Lorena Lando (IOM CHoM Tunisia) Facilitators meeting 20.30 – 21.30 Networking event	19.00 – 20.30 Finalisation Draft Theme group reports Facilitators meeting 20.30 – 21.30 Networking event	19.00 – ... Option to visit The Hague	

Figure 1 Common Effort 2018 meeting schedule.

3 Evaluation

Evaluation on how well the objectives of the week are achieved intends to contribute to the continuous learning and improvement of the Common Effort Community activities.

3.1 Evaluation design

Four sources of feedback were used:

- Feedback from the participants in their theme group at the end of their two-day meeting ('Tips/Tops');
- Feedback from observations of the evaluation/observation group¹¹ and the Steering group;
- Anonymous feedback (questionnaire) from the participants at the end of the gathering on their expectations and judgement of the level of realisation of the objectives;
- Feedback from long term Common Effort Community partners by telephone or email.

From the High-Level Event we only have informal comments, not a systematic evaluation. Thus, the evaluation only covers the exercise in part.

3.2 Findings from observations and group evaluations (tips/tops)

- We observed that participants were engaged in the rich and open discussions and eager to learn about each other's perspectives and experiences. Participants mentioned that a case-based approach might help to better learn about the various perspectives of the participating organisations.
- We observed that within the theme groups, different approaches had been taken to work towards the end product and especially working in sub groups facilitated discussions and deeper conclusions. Although in some groups the expertise of the facilitator may have dominated (part of) the discussion, and in other groups more direction was asked from the facilitators, in general participants highly appreciated the facilitators' efforts.
- Participants appreciated that the country book, the two-pagers of the specific theme groups and the allocation in the theme groups, had been distributed prior to the exercise, facilitating prior knowledge of the goals of the theme groups in the exercise.
- Participants indicated that the individual strengths and expertise of the participants should be better exploited in the theme groups. Every individual perspective should contribute to the end product, even though (or: particularly because) the end product is supposed to be an integrated approach.
- Participants mentioned that too much focus on the end product could hinder the discussions and the end goals were maybe too ambitious, given the brief time frame to get to concrete action points.
- The keynote speakers and their contribution in groups was highly valued. On the other hand, a common remark from the groups was the need for more

¹¹ Evaluation/Observation group members came from diverse organisations: Carolina van Weerd (TNO), Robèrt Gooren (NLD MinDef – DOPS), Marieke Huizenga (NLD MoFA), Kimberley Kruijver (NLD MoFA), Ciaran Meyer (Haus Rissen), Gheorghe Mogildea, (NLD Min. Justice & Security).

- Tunisia expertise in the groups as well as more presence of international organisations.
- Real-life support was of a high standard with excellent logistical and organisational support and accommodating staff. Also, CCOE accommodation was positively valued.

3.3 Main findings from exercise questionnaire

A questionnaire containing seventeen statements was distributed in the theme groups on Wednesday afternoon and collected again after the plenary session on Thursday morning. Non-agreement – agreement with these statements and questions on the level of satisfaction were measured on a scale of 1 to 7. Of the 107 questionnaires distributed, 55 were returned (response rate about 51%), of which 35 were military and 15 civil; and 5 with no indication. With this small number only basic statistics could be applied. Given the relatively low response and skewed distribution of respondents’ representative data should be interpreted with care.

Table 1 Common Effort exercise questionnaire items.

Learning outcomes. Agreement with statements...	
1	Increased understanding of different perspectives
2	Learned about comprehensive approach
3	Learned about Tunisia
4	New ideas for own work on how to approach complexity
Interaction objectives. Agreement with statements...	
5	Exercise positively matched my expectations
6	Achieved my goals
7	Adequate number of people in theme group
8	Well-balanced civil-military ratio in theme group
9	Goals and objectives for my theme group were clear
10	Enough diverse expertise in my theme group
11	Sufficient opportunities for interaction with other groups
Satisfaction with ...	
12	Week schedule
13	Venue
14	Content of the exercise
15	Plenary speakers
16	Diversity of participating organizations
17	Theme group

In Figure 2, the results are shown as a percentage of respondents with high, medium and low scores (using a 7-point scale, we clustered for each item the scores on 5-7, on 4, and on 1-3, respectively). The items are clustered by learning about Tunisia and from each other, interaction opportunities and goal achievement, and the organisation of the exercise.

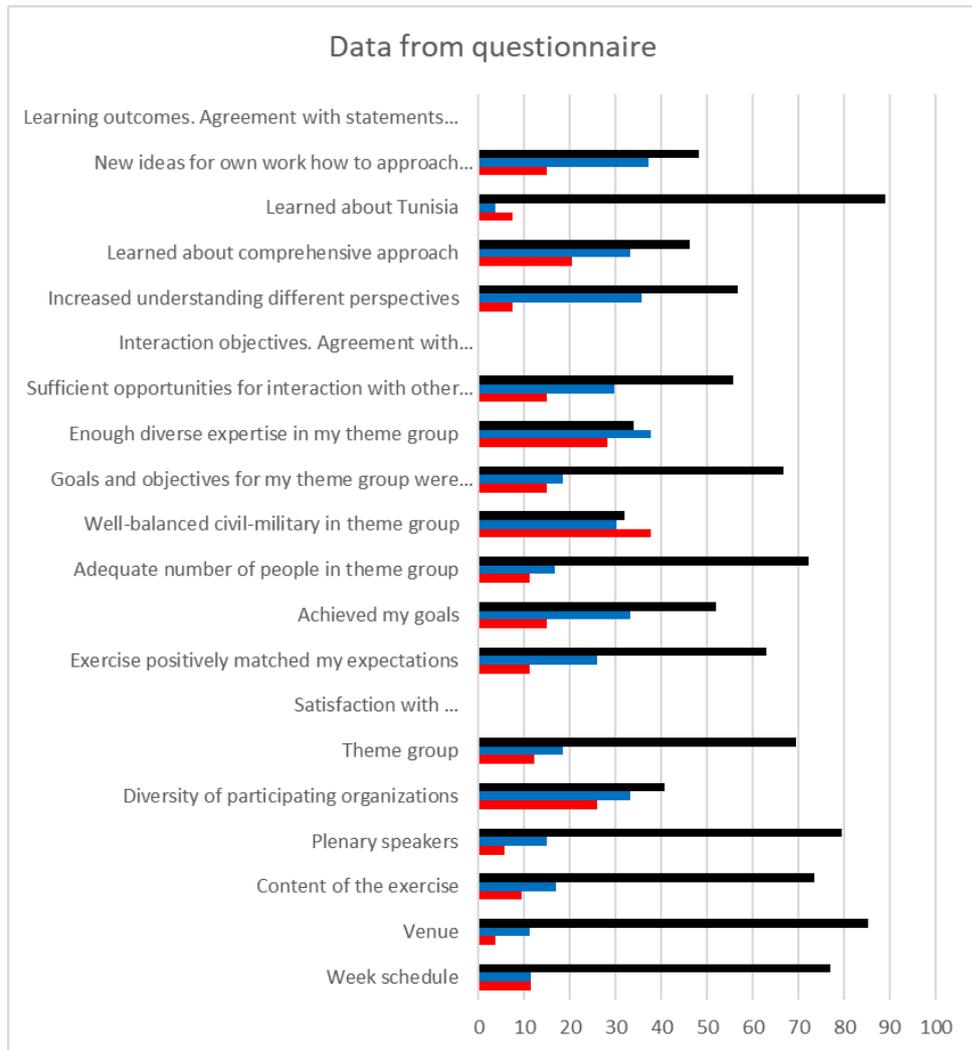


Figure 2 Survey results shown as % of respondents that were positive (in black), negative (in red), and medium (see text for explanation).

In Table 2 those items from the questionnaire are listed that, according to the respondents, need attention and improvement, and those areas that can be considered as strong points of the Common Effort exercise.

Table 2 Summary of the items that scored low and high.

Items the need attention (20%-38% low scores agreement)	Items that scored high (70% and more positive agreement)
– Learned about comprehensive approach	– Learned about Tunisia
– Diversity of participating organisations	– Content of the exercise
– Enough diverse expertise in theme group	– Plenary speakers
– Well-balanced civil-military ratio in theme group.	– Week schedule
	– Adequate number of people in theme group
	– Venue

3.4 Feedback from long-term partners

A few weeks after the Common Effort week, we asked a few long-term partners in Common Effort in the Netherlands (PAX, CORDAID, Wo=men) for their experience with Common Effort 2018 and their response to the findings mentioned above. In addition, we solicited their views on how to maintain and improve the added value of the Common Effort gathering for their organisations and the community.

The following points, summarised, were brought forward:

- There is a risk of diminishing return for regular participants, as some noted. While the gathering is still seen as very useful for networking, meeting a lot of the same people in the specific theme group is, although fun, not the main purpose of the week. Diversity in the groups is key.
- Regulars want new learning and outcome focus, so that spending a week provides high return and impact. On the other hand, they see that newcomers can learn a lot in that week - and that learning is still needed. Getting more insight into others' perspectives and learning to work with a high diversity of perspectives remains crucial.
- Common Effort is about learning to integrate broad and diverse perspectives and not only civil-military interaction. It was noted that the participating military had an inadequately specific role in the scenario, which probably led to a feeling of limited military perspective.
- Highly positively valued is the commitment to contribute to developing ideas and solutions. However, at the same time, and this a general issue, participants should bring forward their organisations' perspectives and interests, as should the military. The suggestion was made that a more confrontational approach may be needed using simulated crises and mandates, to challenge the participating organisations to take position. This may create a situation with deeper learning about the other perspectives and how to align these in common efforts.
- For a lively Community to flourish interactions are also needed during the year and Community related projects should provide input to the annual gathering while new project proposals may be conceived in that week.
- Other suggestions related to using a more outcome-driven focus towards concrete results such as potential projects. Such an approach with in-depth analysis of actual, on-the-ground challenges and opportunities will therefore also need participation of more local and country expertise.
- Also, more strategic discussions might be of value, such as on new policies on fragility and stability development in the Netherlands and Germany, and other nations such France with its new strategy for fragility. This might fuel the interaction and the sharing of perspectives and thereby provide added value.

This feedback could be summarised as: Common Effort needs to diversify the scope and activities during the week and during the year to remain relevant for the Common Effort community and the group of participants that is diverse in experience and goals.

3.5 Conclusion

The conclusion and implications of an evaluation depend how the positive and negative findings are interpreted and weighted. Given the feedback from all sources, we conclude that for the larger part Common Effort achieved its objectives, but at the same time there are indications that some structural change is needed, beyond just optimisation of the current approach.

The feedback confirms that the use of an actual stability/fragility scenario provides high value for the participants. The consistent high level of the presentations on Tunisia adds to this high value. Another positive aspect is the high number of participants/ organisations who want to interact and work together in a comprehensive way, also useful for networking. The early and high involvement of the facilitators, being subject matter experts themselves, worked very well and resulted in clearer and more focused ideas of what should be addressed in the groups. The 'pitches' were considered of high quality, gave a clear goal to the workshop sessions, and were adequate in communicating the gist of the group results. Although still to be seen, it may be expected that the theme group reports (see Attachment) will provide a rich source for the stakeholders to adopt ideas for follow-up actions.

Specific elements in the feedback require some deeper analysis for the implications. One is the effective use of diversity in the group discussions. Despite the high number of different organisations registered, it was reported that there was not enough diverse expertise present in the groups and an overrepresentation of military, who are seen as one organisation. Several sources can be thought of and have been mentioned, such as self-selection preference for a familiar theme resulting in groups with too similar organisations, too many interns and junior staff from the ministries, limited number of Tunisia-based expertise, too much focus and time pressure to produce a tangible result suppressing exchange of different or deviating opinions, amongst others. More participant information may be needed to better organise diversity over the groups and simulated conditions to the scenario may be needed to challenge comprehensive thinking.

A second feedback element relates to the risk of diminishing returns for regulars. The suggestion is that for added value more focus is needed on current or forthcoming policies and concrete output, ideally resulting in projects. This may require a clearer link with related policy makers. The preparation done for this exercise, that is inviting policy makers to provide subtheme suggestions, was a first step but may need even more exploration in advance and specific expertise in the groups to be able to generate more results in the brief time given.

A third improvement that seems to be needed is a diversification of the design of the week. Rather than have two lines of development, the theme groups and the High-Level event, multiple lines might be beneficial. The implicit conflict of focus on learning and producing a usable outcome may be resolved by multiple lines: one for participants who focus on learning, and one with a focus on outcome, which could, respectively, be linked to 'newcomers' to Common Effort and the comprehensive approach, and 'regulars' or experts who focus on working on a product.

The conclusion can be drawn that a novel approach is needed to address the diverse needs that have already emerged in recent years and substantiated in clear feedback this year. What is seen to be necessary is to combine these diverse, seemingly opposing needs in an innovative way, such that high value can be realised ideally for all Common Effort stakeholders and Community members.

3.6 Outlook

Over the years feedback from participants has helped to improve the Common Effort Community gathering. The concept of 2015 “Common Effort 2.0”¹² – itself a substantial change from previous existing civil-military exercises – has matured in small incremental steps. After four annual events, we think that the approach to realise our objectives needs a more substantial step forward, building on the broadly expressed value of the Common Effort Community and its gathering. We have given an overview of the strong points and weak points of the current model.

It seems that the most important change needed is to differentiate between an outcome-oriented objective and a learning-oriented objective. The first is to connect policy makers and organisations for generating creative, innovative approaches based on expertise from a broad Community base. The second is to learn more from the practice of the comprehensive approach and build understanding and a comprehensive mindset, and how to apply that in new projects.

What would this next level of Common Effort look like? The ideas and suggestions for innovation can be summarised as follows:

- 1 Multiple, parallel lines of development are needed during the week, providing participants’ multiple reasons to be there
- 2 The exercise format should focus on learning to work with diverse perspectives with an intended result of capturing exactly that
- 3 One or multiple teams of specialists should focus on the development of innovative ideas addressing requests or needs of policy makers (outcome focus)
- 4 New project ideas may be initiated at the gathering using an incubator format and soliciting engagement and feedback of the expertise of the participants
- 5 Existing projects related to the Common Effort purpose could be present at the Common Effort week, meeting there, and communicating and discussing their work with other participants
- 6 Strategy discussions and field experience presentations will provide insight into new developments and established knowledge.

The Common Effort Community gathering could be the one place to meet, inform each other, exchange ideas, generate new activities, and combine and coordinate efforts, expertise or experience towards solutions for fragility and conflict.

¹² See: Essens, P.J.M.D. & Thönissen, F.H. (2015). Common Effort 2.0 - A new approach to civil-military interaction exercises: Evaluation of CE-2015. TNO report. TNO 2015 R11559

A setup of multiple parallel lines of activities will require a new week design, but also an increased commitment from participants and their organisations to contribute to gain. In Figure 3 a potential design is presented representing possible lines of development, building on the feedback received, and capturing some of the earlier suggestions and request from participants and Community members.

The proposed design in Figure 3 has been discussed in the Common Effort steering group that has approved the further development of this draft design using consultations with the Common Effort Community, and eventually for application in Berlin, 14-18 October 2019.

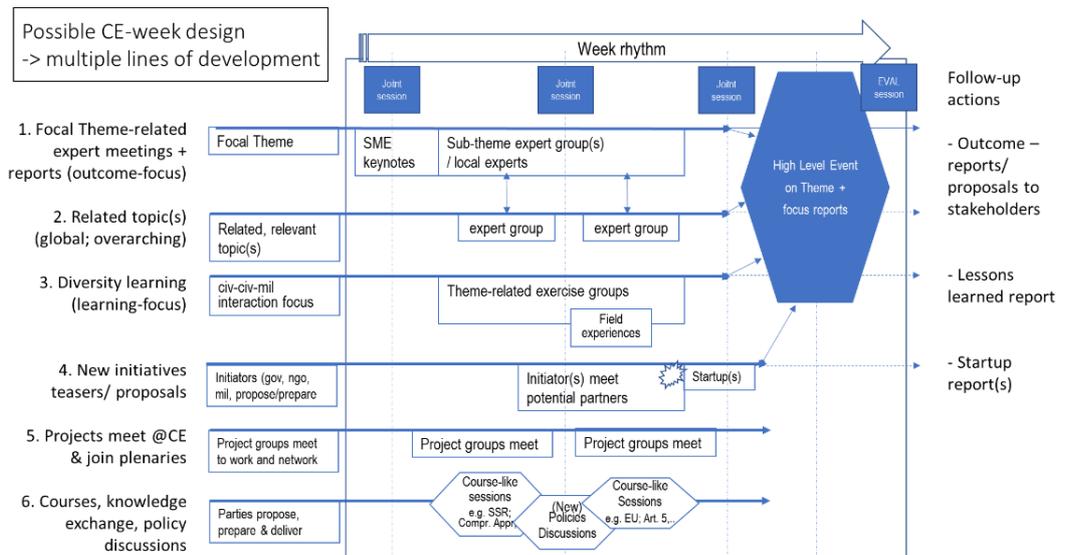


Figure 3 Possible next generation Common Effort Community meeting design.

4 Summary – Theme groups’ key questions and conclusions

Below, for each theme the key problem statement and its context are presented, as provided to the participants before the exercise. In addition, a concise summary of the pitch presented at the end of two days interaction is incorporated.

<p>Social Perspectives Facilitators: Ms. Nicolien Zuijdsgeest (Arabist, Facilitator of Change); WO van den Brink 1GNC, NCO FHP/Med Intel</p>	<p>“How can cohesion be improved in a society fragmented by various rifts?”</p> <p>Cohesion in Tunisia is challenged on several layers. To deal with these realities, one needs to look at various aspects of humanity, such as class, race, sexual orientation, disability and gender, which are complexly interwoven (an intersectional approach). Topics that can be addressed are: How to create trust in a society that has evolved for decennia with the tactics of rule and divide? What does cohesion look like for youth and women in society? How to bridge the gaps between rich and poor, rural and urban areas? What transitional measures are needed to encourage and facilitate reforms? This theme group will work to identify innovative bottom-up methods to build common ground providing future perspectives for the people.</p> <p>Conclusions</p> <p>The group identified three crucial rifts within Tunisian society: privileged establishment / young generation; urban-rural / coastal-inland; black market / developed middle class. The main root cause of all three rifts was identified as relating to the lack of trust in the government for not meeting the expectations of the population since the Yasmin revolution.</p> <p>To address this root cause, ways were defined to fuse top-down and bottom-up ways of social engagement. Due to the decentralization process, people have the opportunity to discuss matters at the local level, as well as influence local governance, which leads to a higher level of trust in the local government and a measure of accountability. This model was named Al-Ijtima’ (meeting/gathering in Arabic).</p>
<p>Economic Perspectives Facilitators: Mr. Mark Singleton (Nexus Strategy Consultancy); COL Stemann 1GNC, ACOS J4</p>	<p>“How can inclusive sustainable economic development contribute to stable and prosperous Tunisia?”</p> <p>Economic growth is picking up, but in particular, unemployment for specific groups such as women, young people, and graduates will remain high, with labour relations remaining tense (OECD #102, 2017). Topics to be discussed: What are the framework conditions and instruments to develop economic activities; what strategies are needed to implement these; what are the drivers of entrepreneurship and small/medium business in Tunisia; how can digitalization contribute to this?</p> <p>Conclusions</p> <p>Private sector development is considered critical for inclusive sustainable economic development in Tunisia. In four sectors, several innovative approaches were suggested: ICT, Agritech, female employment and infrastructure. Concrete examples are respectively the digitalization of public</p>

services, bio farming, improving access to finance, market and knowledge and affordable housing.

Inventive Media

Facilitators:

Dr. Asiem El Difraoui (Senior Fellow) Institut für Medien und Kommunikationspolitik gGmbH; LTC Kolken 1GNC, Chief PAO; LTC Duchscherer. DACOS J9

“How to create sustainable public spaces for the expression of young Tunisians?”

Use of media still plays a vital role in Tunisia, as a tool of formal power and as instruments of social expression and societal transition. And media can be used to close education and employment gaps. Items to be addressed are: what is the actual media environment and the media culture and Tunisian media consumption patterns? What is the role of media for the expression of young Tunisians and how to create those public spaces; and how to build bridges with Europe? To make things concrete, this theme group will work to apply media techniques in visual presentation of results.

Conclusions

The major challenge identified in this group was the inclusion of the Tunisian youth into the economic and political processes and the expression of their grievances and aspirations.

By means of a powerful media campaign in the form of a recurring festival giving Tunisian artists in all forms of art the possibility to express themselves, young Tunisians will be allowed to participate in the transition process.

Security Sector Reform (SSR)

Facilitators:

Dr. Chantal Joubert (Dutch Ministry Justice & Security); Mr. Maxime Poulin (DCAF in Tunisia); Dr. Patrick Hagan (DCAF). LTC Andre Schoofs. German Ministry of Foreign Affairs; LTC Nieboer 1GNC, Chief Liaison J9

“How can the Tunisian government enhance the effectiveness, accountability and trust in its security sectors?”

A stable and transparent security sector is one of the most critical conditions in the development of a nation and building of trust in the security institutions. Topics to be discussed: What are the current strengths and weaknesses of the Tunisian sectors? What is the impact of the past and proposed reforms and what are the main efforts of the International Community? What are the common issues in all sectors and what innovative approaches could address those issues?

Conclusions

Three main gaps in the Tunisian security sector were identified: the apparent resistance to change (lack of will) of the Ministry of Interior; the need to strengthen the Rule of Law (especially regarding the judiciary/courts); the apparent lack of coordination and information sharing between government agencies (in particular the Ministry of Defence and the Ministry of Interior). A coordinated approach was proposed by on the one hand forming an inclusive committee and convincing players that they themselves gain and on the other hand an international community coordinated SSR approach.

Strategic importance

Facilitators:

Dr. Philipp-Christian Wachs (Executive Director); Mr. Henning Radtke (Head of

“How can TUN become a better example of stability in the region?”

Tunisia is widely seen as an example of peaceful transition to democracy. Is this an anomaly or an example of stability in the region? Items to be discussed will be: Why is TUN more resilient than neighbouring states and how can we strengthen its resilience? What is needed to prevent it from becoming a springboard to Europe? How can Tunisia develop as a bridgehead of stability in the region and how does the International Community support this. This theme group will assess the situation with subject matter experts and identify potential innovative approaches to further Tunisian and regional stability.

department
security policy &
transatlantic
relations);
Ms. Maria Nau.
Haus Rissen

Conclusions

By focusing on socio-economic and security dimensions of stability, theme group 5 developed a strategic roadmap for Tunisia, labelled 'Carthago 2030'. The roadmap is based on four pillars: rule of law, socio-economic development and reform, minimalization of demographic factors (youth unemployment and migration); and the establishment of international partnerships and agreements.

Good Governance

Facilitators:
Dr. Neila Akrimi
(Director General)
VNG International
Centre for
Innovative Local
Governance
(CILG);
Mr. Maarten van
den Bosch. Civil
Advisor 1GNC

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

The development of local politics and democracy is a key factor in driving the transition process. The Tunisian population and authorities at the local level have little experience and are unknown to the ongoing decentralization. The communal elections in May 2018 are a major step in the transition process, and lessons learned will be analysed. Using a case study approach, the discussion will address issues such as, accountability, citizen participation, acceptance of the local authorities among citizens, and efficiency of services and administration.

Conclusions

For a successful reform process, the group focused on three critical issues: lack of trust of the people in governmental institutions; need for proper resources and qualified personnel within local governments; and the lack of citizen engagement (mainly lack of youth participation). The biggest challenge is to improve trust in (local) governmental institutions, which would provide legitimacy to the local government.

Along four lines, the group proposed to improve this challenge in local democratic transition: participation and transparency, communication, integration and service delivery. Concrete approaches are open council meetings, e-governance, connecting generations, mobile service delivery.

Linking security / safety threats

Facilitators:
Mr. Ronald
Sonnemans
(Coordinateur
Régional pour la
Lutte Anti-
Terroriste en
Afrique du Nord)
Embassy of the
Kingdom of the
Netherlands,
Tunis;
LTC Blankestijn
1 GNC, DACOS
J2. (in coord. with
KPP / J5 / MOFA
NLD

“Protecting Progress: How to formulate a smart response to Tunisia’s security and stability needs?”

Tunisia was urged to make the prevention and countering violent extremism its highest priority in the fight against terrorism. This was aligned with strengthening the security forces through training and material support. While the motivations and pathways of Tunisian foreign terrorist fighters differ strongly case by case, the lack of socio-economic future perspective and police brutality remained major reasons for most extremists as research has shown. Issues to be discussed will be the effects of socio-economic interventions, interventions of counter narratives, effects of street-corner work projects on preventive measures, community policing interventions, and reintegration and rehabilitation programs.

Conclusions

Of the various critical gaps relating to the causes of violent extremism, the population’s negative experience with the police was selected the focal issue. The group formulated several ideas on policy, operational and technical lines to work towards a police force that serves the community free from excessive force and arbitrary arrests. Examples are elected law enforcers, improving legal aid, rebranding the police by new uniforms and body cameras. Moreover,

the police force should become visible, accountable and less corrupt, for example by the creation of an ombudsman, e-governance and integrity training.

5 Summary – Subject Matter Experts on Tunisia

Around the seven themes, seven subject matter expert presentations provided specific insights on Tunisia. Below a summary is presented (based on their presentation record, if available).

<p>Dr. Andreas Reinicke - German Ambassador in Tunis</p>	<p>Dr Reinicke reflected on the changes in Tunisia and characterises these as a total change of system and tradition with a mental transition from a political and administrative top-down approach to include a bottom-up mindset. A change that has been difficult for political leaders and for the population as well.</p> <p>However, Tunisia has already achieved a lot, such as adopting freedom of speech. The European Union should sustain Tunisia's transition not only through financial support, but also and especially by supporting local decision makers. Tunisia has the potential to become a successful country and an example for all. (note: no written record was available)</p>
<p>Dr. Michael Ayari - International Crisis Group</p>	<p>Title: “Tunisia: The blocked transition: How to dismantle the mechanisms of socio-regional and administrative exclusion.”</p> <p>Dr. Ayari made the argument that the key drivers of conflict and instability in Tunisia can be found in (a) the historical inequalities between regions and (b) prevalence of a clientelist system – favouritism and patronage networks. And this continues today.</p> <p>His recommendations to prevent the emergence of lethal conflicts:</p> <ul style="list-style-type: none"> – Gradually dismantle mechanisms of exclusion – Initiate a series of reforms towards inclusivity of the Tunisian economy – Remove repressive legal provisions in the economic and financial fields – Initiate a preliminary national strategic dialogue between Tunisian entrepreneurs including business people of the informal sector (Organise a national economic strategic dialogue and a platform) <p>Tunisian authorities, development agencies, IOs and NGOs should:</p> <ul style="list-style-type: none"> – Focus on socio-regional discriminations of groups/individuals, rather than on regional development inequalities – Address the blocking of informal institutions (exclusions, clientelism) and actors (influential businessmen or senior executives).
<p>Mr. Ronald Sonnemans - Regional coordinator for counter-terrorism in North Africa, Embassy of the Kingdom of the Netherlands in Tunis</p>	<p>Title: “Tunisia’s challenge with Violent Extremism”</p> <p>Mr. Sonnemans provided a list of drivers and conditions of violent extremism.</p> <ul style="list-style-type: none"> – Lack of socio-economic perspective / need for income – Lack of trust in government, security forces and judicial system – Negative experience with police / national guard – Lack of social engagement (citizenship) – Poor religious knowledge / influenced by extremist preachers – To be a respected member of a certain community – Promise of a wife

- Peer pressure
- Previous experience with violence (70% of foreign terrorist fighters)
- Broken families.

His recommendations are:

- To convince TUN authorities on importance of “softer” prevention (and countering) violent extremism instead of only “harder” counterterrorism measures
- To create awareness among population
- Develop community policing
- Involve youth workers
- Include family member initiatives
- Emphasize reintegration and rehabilitation of ex-extremist prisoners / prison reform
- Improve future socio-economic perspective
- Invest in alternative messaging – media.

Dr. Yassine Turki - VNG
International/ CILG, Tunis

Title: “Decentralisation in Tunisia and the outcomes of Municipal elections”

Dr. Turki posited that the territorial inequalities between the coastal areas (relatively rich) and the territories of the interior (relatively poor) were at the heart of the Tunisian Revolution. Still today there is a significant difference in private investment between the areas. The decentralisation process intended to strengthen local governance, and for local governance to become an active player in planning, implementing and delivering infrastructure and services with situation-relevant interventions, may fail in a context of lacking resources and necessary changes weakening territorial administrative organisation. The first local election in the country (May 2018) took place during an economic crisis and eroded enthusiasm within the population, typified by the low rate of participation in the elections, in particular of the youth. Fragmentation coming from strong results of the ‘Listes Indépendentes’ (Independent Parties) compared with the weak traditional political parties, which may stall the process further. Dr. Turki’s conclusion is that given these disparities, the economic crisis, and political fragmentation it is difficult to say what direction the Tunisian transition process will take.

Ms. Azza Derbali - VNG
International/ CILG, Tunis

Title: “Youth and Gender Perspectives in Transformation”

Ms. Derbali showed that, while since January 2016 the total number of yearly protests remained about the same, there is an escalating rate of violent protests in Tunisia. This is among others the result of the tension between the fast tempo of changes in the politics and the slow tempo of the socio-economic reforms that are needed to counter massive unemployment, unequal regional development, marginalization, and corruption.

In terms of demographics, Tunisia’s population is disproportionately young (median age 32 years) - a young country with old leaders - compounding the problem of youth unemployment. The 2011 revolution promised hope and prosperity, but today these aspirations have been replaced with disappointment and defeat. Youth were at

the vanguard of the wave of protests against Tunisia's controversial reconciliation bill, showing a social force that could make a change. Strengthening and broadening this grassroots force in the pursuit of a better life is needed to further a successful transformation.

Ms. Lorena Lando - Chief of Mission, IOM Tunisia

Title: "Migration in Tunisia"

Ms. Lando drew our attention to the concerning fact that the number of Tunisian nationals that arrived in Italy by sea in 2017 (6,151 persons), represents an increase of 410% compared to 2016. Tunisia is currently (2018) the most represented nationality in migration from its coasts followed by Eritrea, Nigeria, Sudan and Côte d'Ivoire. Who are these migrants and why now (2017-18)? Most are originally from disadvantaged regions, the majority 20-25 years of age. Information about migrants is very limited and incomplete, but frustration about the lack of opportunities and slow progress in the country triggers the drive to improve one's own and their family's life. Ms. Lando advises that while awareness raising campaigns are helpful, it is important also to work on the root causes of migration and support through:

- focussing on sustainable development
- developing job opportunities and social opportunities
- improving social cohesion
- taking youth as key actors
- managing expectations.

Ms. Lando stresses that EU and Tunisia, with a tradition of regulated emigration to Europe, should create opportunities for regular migration. In line with the vision by the UN High Level Meeting (Sept 2016) on refugees and migrants, she concluded with a call to be forward-looking and practical towards safe, regular and orderly migration, and provide for a future in which migration takes place as a matter of genuine choice rather than desperate necessity.

Dr. Neila Akrimi - VNG-International/CILG Tunis (during High Level Event)

Title: "Tunisia: a country of contrasts... and hope"

Dr. Akrimi sketched the complex situation in Tunisia with political dysfunction, internal fragmentation with rival ties between political parties, a toxic relationship between Tunisia's youth and the ruling elite, a volatile economy with a lack of economic opportunities for youth and women, social malaise and feeling of unsafety by women, the conflict in Libya and the continued threat of terrorism. On the positive side: Tunisia has continued to make progress in establishing a democratic governance system; has the model of consensus-driven politics based on the 'Pact de Carthage' (2016); held local elections. Tunisians (50%) believe that local and regional councils will improve the economy in regions; believe in the potential of local governance to fight lack of morale and empower citizens, with active participation.

Tunisia is standing at a crossroads as it approaches major national elections in 2019. Failure of Tunisia's transition would have implications far beyond its borders – the regions and the West.

Ms. Akrimi advises that Tunisia, supported by the West must:

- engage the reforms without delays
- improve the communication between government and population
- revise the development model
- adopt practices and values based on transparency, accountability, and good governance
- help identify the blockages and offer solutions
- enable the relevant actors to take up their responsibility and own their solutions
- be willing to accept backslides.

Ms. Akrimi concluded that the challenge is to set the right conditions with respect to the country specificity, identity and own balance. In this the Tunisia case is not just an exception in the Arab world, but it can be an exception of international support in a hot region where failed initiatives are more common than successful ones. Making the difference with Tunisia might unlock the door to workable solutions that would benefit other countries in the region.

6 The Seven Theme Group Reports

The Seven Theme Groups, meeting for the first time at the gathering location, developed their ideas in two days and presented these in a pitch on the third day. The facilitators were asked to capture the discussion to convey the breath of ideas in addition to the concise pitch and report these ideas after the exercise.

The purpose of these reports is to allow policy makers and the broader Community to review the ideas and link these with their running and upcoming policies, decision making, and projects. The intention is that follow-up actions or consultations will spring from these reports.

The order of the reports is:

- 1 Social Perspectives
- 2 Economic Perspectives
- 3 Inventive media
- 4 Security Sector Reform (SSR)
- 5 Strategic importance
- 6 Good Governance
- 7 Linking security/safety threats



Common Effort 2018 Theme Group Report

on: Social Perspectives

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement

How can cohesion be improved in a society fragmented by various rifts?

2. Background

North African countries that experienced uprisings were governed autocratic: via the top-down way. There used to be little room for bottom-up initiatives, until the uprisings demonstrated this power. Ideally in the current process of change one need the right dose of top-down married to bottom-up. Working with bottom-up methods establishes common ground and let people find future perspectives.

It guarantees local ownership, stimulates shared responsibility among multiple stakeholders, reinforces social cohesion and fosters dialogue.

Dealing with change is dynamic and requires trust that the cohesion will be better after the change. Yet also trust in the fellow citizens. How does one create that in a society that has evolved in decennia with the tactics of rule and divide?

The cohesion in Tunisia is challenged on several layers. To deal with these realities, you need to look at layers with the approach of intersectionality. This theory considers that various aspects of humanity such as class, race, sexual orientation, disability and gender do not exist separately from each other, but are complexly interwoven and that their relationships are essential to an understanding of the human condition. When systems of justice or other entities attempt to look at each aspect in isolation, then misconceptions may occur, and essential understandings may be lost. Rather than thinking of identity as a collection of separate elements, it is better understood if the elements are thought of as "inextricably linked" with each other, and all aspects of identity are Integral, Interlocking parts of a whole.

3. Material used

To start the workshop a news report from Al-Jazeera, after the uprisings against the price hikes in the country in January 2018, was used to provide an insight in the current situation. Also, this demonstrated clearly how social developments are intertwined with the economic developments. Combined with the keynote speeches of the evening before and the first morning, this provided a solid base on the Social Perspectives theme group. The keynote speeches of Wednesday morning and the support of Subject Matter Experts, gave a further insight in the topic, providing options for possible solution. Within the theme group we also benefited from country and regional experience of several participants and the facilitators. The group started working in three sub groups and convened and explained their results in plenary sessions during the two-day work session.

4. Identified gaps/ critical issues (What needs to be addressed)

Exploring the Tunisian society, the three sub groups identified several rifts.

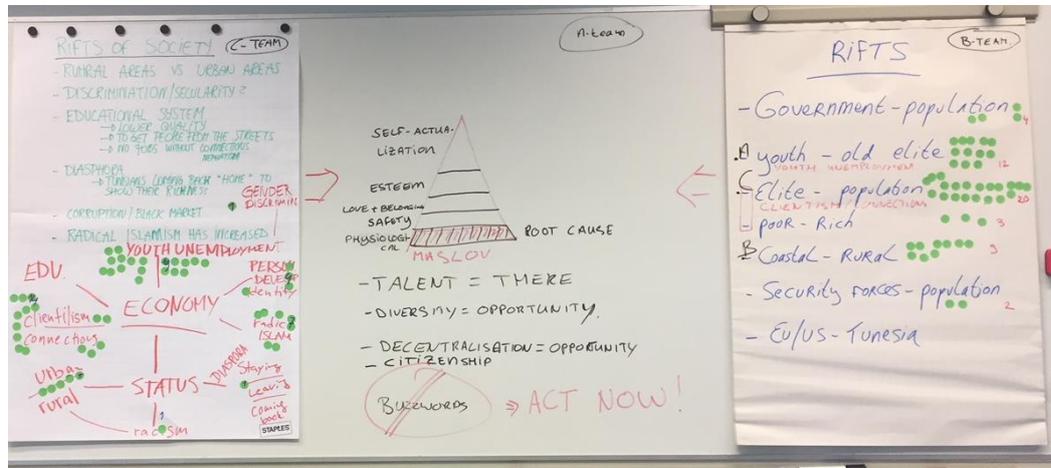


Figure 1 Inventory of rifts.

After a group discussion, each member could give a prioritisation on the presented rifts and the three most important rifts were identified. These were:

1. Privileged establishment vs youth (and youth unemployment);
2. Black market economy vs middle class;
3. Geographical rifts: urban vs rural & coastal vs inland.

Then each subgroup had the choice to take three themed diversity cards and address the rifts from those perspectives, to stimulate intersectional thinking.

Since social cohesion is the central theme of the problem statement, an inventory was made by the subgroups what factors of influence were for social cohesion. The result can be seen on the right. (Figure 2) Significant is the top-down / bottom-up approach, this was going to be an essential element in the final mode of the theme group.

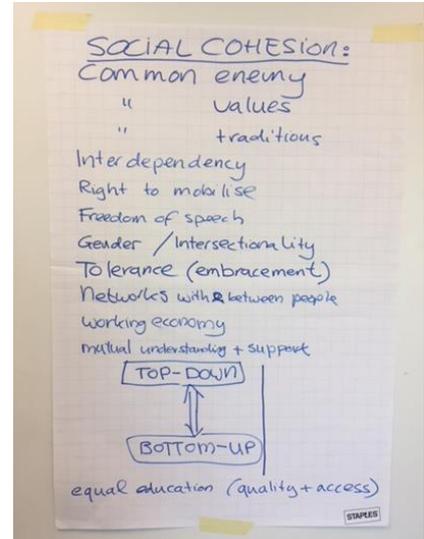


Figure 2 Factors of social cohesion.

After the selection of rifts, all sub groups started working on identifying the root causes of those rifts. This was further discussed in a plenary session where each syndicate presented their findings. (Figure 3, page 3).

Then we reversed the question for them: What will the establishment gain if the rifts become smaller?

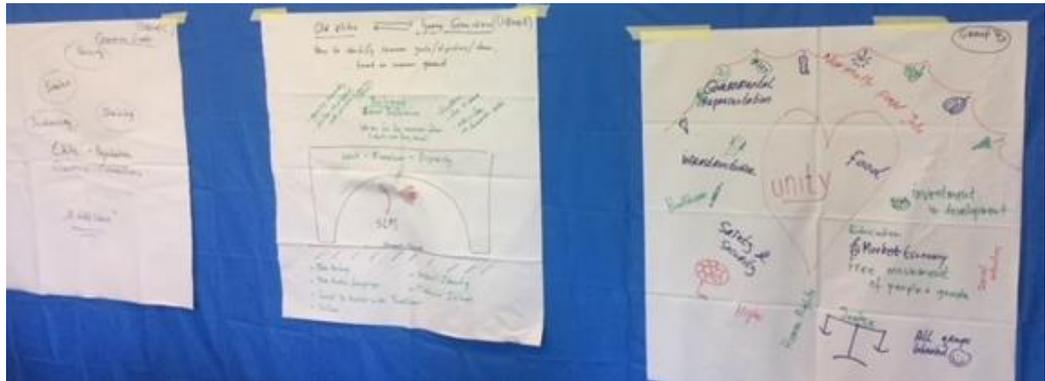


Figure 3 Possible focal issues.

The groups then delved into what is needed to overcome the rifts: what to achieve exactly to sharpen the focus.

First, the participants put keywords on a post-it on a whiteboard, which were then grouped together in similar or identical keywords.

These keywords were then categorized in ‘to achieve, to maintain and to avoid’, with an emphasis to avoid negative key words. The result of this process is visible in Figure 4 (right).

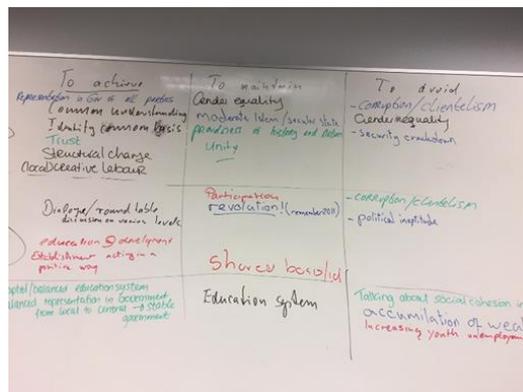


Figure 4 Overcoming the rifts.

5. Selection of focal issue(s) (Why this)

The main root cause of all three rifts was identified as relating to the **lack of trust in the government** for not meeting the expectations of the population since the Yasmin revolution. The local elections of May 2018, however turn-up was quite low especially among young adults, **provides a great opportunity** to start building trust in the government, bring politics to the local level and promote engagement of the local population as well as the local government.

6. Ideas to address these issues (Possible How's)

In a plenary discussion, ways were sought to improve social engagement, reducing negative factors as clientelism, and the misbalance between the several geographic areas and social groups.

As North African countries are traditionally used to be ruled by authoritarian regimes, the idea was that there were meetings places needed where local

communities could gather, address their issues to the local government, or to the national government, and that these places would be the ideal places where trust was to be built. Certain Arab countries have this tradition, like Oman that organises consultative gatherings with the populations to hear their needs and wishes, a sort of 'Government on the Road'. These meeting places could be seen as the ideal point of fusion or marriage where top-down meets bottom-up. These points of fusion should be fostered and built upon as they are the place where people meet and exchange and start to gain trust again: this is the 'meeting place, gatherings model' (al-ljtima').

Results were that the local/national government (top-down) as well as the population of the municipality (bottom-up) were essential in bridging the rifts that were selected. Bringing both approaches together was challenging, and only one way was found to find a comprehensive, inclusive manner.

7. Description of selected idea/approach (How)

Bridging the rifts can be achieved when the goals of the Yasmin Revolution can be met: Work, Freedom and Dignity. Since the people have now a local government they can turn to, decentralisation is to be considered an opportunity for this 'marriage model'. Exploiting this opportunity is essential to gain trust of the people in the local government. A dialogue between local government and the people is needed to enable this. This model is named Al-ljtima' (meeting/gathering in Arabic) to express that top-down as well as bottom-up initiatives meet on this occasion. When people have the opportunity to discuss matters at the local level, as well as possibilities to influence local governance, it builds trust of the people in that local government and creates accountability of the local government. As a result, the population also learns how to deal with democracy and how to participate and engage themselves too.

8. Links to other themes

Social cohesion can only be improved when preconditions are set in economic and governance domains. This was quickly identified in the Social Perspectives Theme group, and there have been regular exchanges with these theme groups during the exercise. Since Media can provide a strong platform to improve cohesion, we kept a good eye on what was developed in that theme group. Their effort creates a platform to improve social cohesion.

The model of the Social Perspectives group can be used in other domains to stimulate a comprehensive approach.

9. Presented pitch



Report Theme Group
Social Perspectives

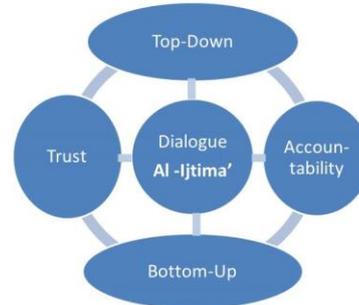
How can cohesion be improved in a society fragmented by various rifts?



Key Challenges - What & Why

- **Fragmented society** with various overlapping rifts, mainly:
 - Privileged Establishment - young (partly unemployed) generation;
 - Urban - Rural and Coastal - Inland;
 - Black market - developed middle class.
- **The vision of the revolution - Work, Freedom and National Dignity** - needs to be achieved with broad societal support.
- **Civil participation** is to be ensured as an essential factor.
- **Inclusive politics** and governance.

How? - Decentralisation





Common Effort 2018 Theme Group Report

on: Economic Perspectives

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement

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

2. Background

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.

The theme group discussion where based on the following background information:

- Tunisia's diverse, market-oriented economy has long been cited as a success story in Africa and the Middle East, but it faces an array of challenges following the 2011 Arab Spring revolution, including slow economic growth and high unemployment. 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 of which have become central to the country's economy. Key exports now include textiles and apparel, food products, petroleum products, chemicals, and phosphates, with about 80% of exports bound for Tunisia's main economic partner, the EU. (source: CIA Factbook Tunisia 2018)
- Tunisia's liberal strategy, coupled with investments in education and infrastructure, fuelled decades of 4-5% annual GDP growth and improved living standards. Former President Zine el Abidine BEN ALI (1987-2011) continued these policies, but as his reign wore on cronyism and corruption stymied economic performance, and unemployment rose among the country's growing ranks of university graduates. These grievances contributed to the January 2011 overthrow of BEN ALI, sending Tunisia's economy into a tailspin as tourism and investment declined sharply (source: CIA).
- Private Investment rates are downward; public investments are relatively high. Business suffers from excessive regulations and complex administrative procedures which can encourage corruption; unpredictable taxation, problems with customs clearance, and a financial system that doesn't favour start-ups and growing companies (source: OECD).

- The political system in Tunisia requires careful balancing of interests between parties, leading to compromising in parliament to pass legislation, something that has seriously delayed policymaking. (source: Economist).

3. Material used

The theme group discussions were based on the following key economic data:

- Population: 11.4m (est. 2017); Median age = 31.2; growth rate = 1%
 - o 0-5 years = 1m
 - o 6-14 years = 1.7m
 - o 15-64 years = 7.8m
 - o 65 years and older = 0.9
- Education:
 - o Expected years of schooling = 14.6
 - o Adult literacy rate = 82%
 - o Government expenditure on education = 6.2%
 - o Gross enrolment ratio tertiary education = 35%
- Labour force: 4 million
 - o Employment to population ratio (% ages 15 and older) = 40.6%
 - o Labour force by occupation: agriculture 15%; industry 33%; services 52%
 - o Unemployment rate: 14% (est.)
 - o Youth unemployment rate (% ages 15-24) = 35% (2011 est.)
- Urban population = 67%; urbanisation rate = 1.3%
- Trade:
 - o Exports: \$14.2bn (2017) – clothing, semi-finished goods and textiles, agriculture, mechanical goods, phosphates and chemicals, hydrocarbons, electrical equipment
 - o Export partners: France (30%), Italy (19%), Germany (11%), Spain (5%), Libya (4%)
 - o Imports: (\$19.5bn (2017) – textiles, machinery and equipment, hydrocarbons, chemicals, foodstuffs
 - o Import partners: France (18%), Italy (15%), China (8%), Germany (7%), Spain (4%)

4. Identified gaps/ critical issues (What needs to be addressed)

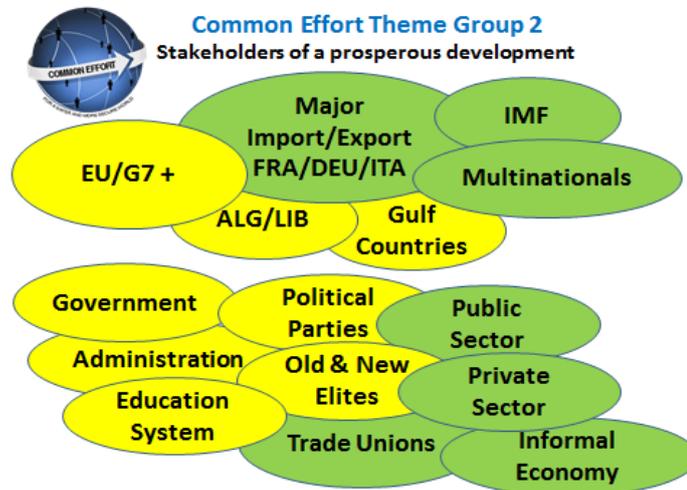
There are many factors that obstruct sustainable economic development, such as urban bias, corruption, an informal economy and migration brain drain. But a major factor is clientelism. To restore Tunisia's economic growth, changes must be made to three elements of the economic environment: administrative 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.

5. Selection of focal issue(s) (Why this)

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 must 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 start-ups 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.

6. Ideas to address these issues (Possible How's)

To ensure a prosperous development a broad variety of in country and external stakeholders must synchronise their efforts.

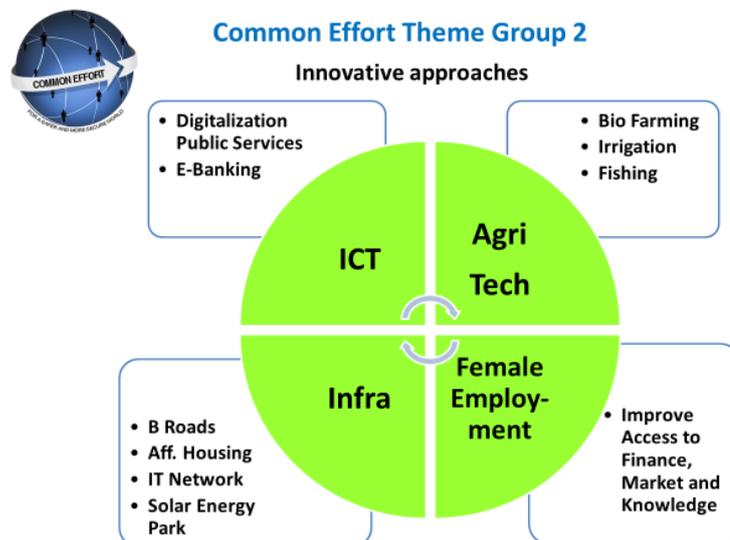


7. Description of selected idea/approach (How)

... and why this is expected to be effective

The group identified the following quick wins:

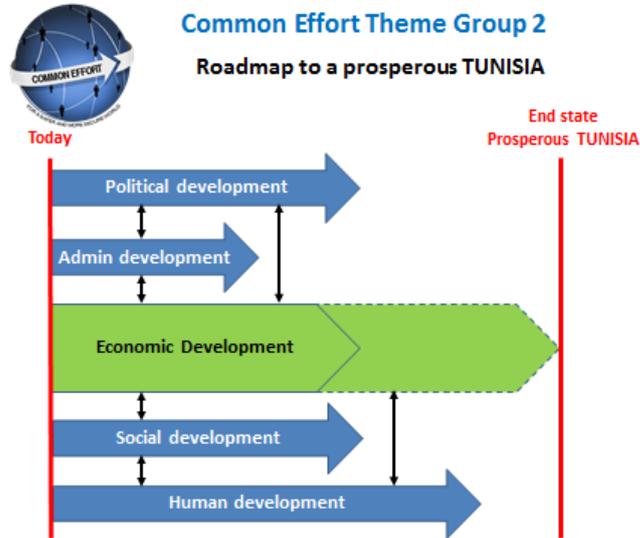
Next to long term political reform, the 'Economic Perspectives' Theme Group also suggested four initiatives that will deliver quick wins: develop the ICT sector, develop agricultural technology, improve female employment and improve infrastructure. Possible projects are addressed in the figure below.



Be it through the creation of jobs or the increase in productivity, all will help Tunisia in the short term.

8. Links to other themes (if needed)

Theme group discussions made clear that the economic development is closely related to the political and especially the administrative development. The level of improvement in these areas defines the speed of the economic development.



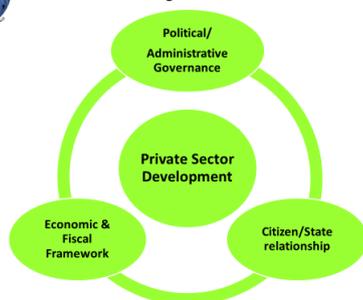
A positive economic development was seen as prerequisite of the social and closely related human development.

9. Presented pitch

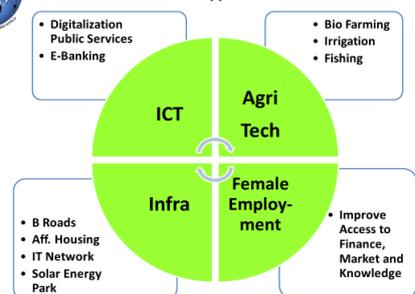
Common Effort Theme Group 2
How can inclusive sustainable economic development contribute to stable and prosperous Tunisia?



Common Effort Theme Group 2
Enabling environment



Common Effort Theme Group 2
Innovative approaches





Common Effort 2018 Theme Group Report

on: Inventive Media

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement

Media plays a significant role in Tunisia like elsewhere in the Arab World as instruments of political mobilisation and the of expression of social, political and economic grievances and particularly in Tunisia an instrument in the transition processes, to more democracy and societal inclusion. Media also can play an increasing role in terms of education, employment and in the fight against radicalization. The leading question of the theme group 'Inventive Media' are:

1. How can media help to sustain the transformation process toward democracy?
2. How to help Tunisians to create a diverse and democratic media landscape?
3. How to create sustainable public spaces for the expression of young Tunisians?

2. Background

Media influences our everyday life, both consciously and unconsciously. Media can divide, media can create hate, but media can also empower people. Media can bring them and their communities together. Young Tunisians, through the innovative use of media, fuelled a revolution. Media comes in a variety of ever evolving forms, providing platforms for the expression and sharing of art and culture. Arts and culture connect people by shedding light on our shared experience of being human. Through art public spaces can be extended and provide for free artistic and cultural expression of ideas and opinions. Promotion of art and culture creates new public space for a diverse and free exchange of ideas. With art, people are given a voice where they can express concerns and call for change.

This is especially important when young Tunisians whose high expectations following the revolution have not been met. These young Tunisians still suffer from massive unemployment, marginalization, insecurity, crisis of identity, uncertainty, *Hogra* – which means humiliation, and unequal regional development. Many still endure stifling political repression articulated by police violence. As a result, young Tunisians see their country as an open-air prison since they can neither have a decent life in it, nor leave it.

Media and art provide the keys to open the doors to more freedom, change, and empower for new perspectives.

3. Material used

Beside the CE18 Country Book, the group used internet sources (media statistics of several universities, websites of existing programs and initiatives, for example the blog *Nawat* that played a huge role during the revolution and is still an important independent media. For the final pitch a smart phone was used to record the theme group pitch as a 4 minutes video.

4. Identified gaps/ critical issues (What needs to be addressed)

The major gaps where real access of use of media by young people in marginalised urban areas and on the countryside

5. Selection of focal issue(s) (Why this)

The major challenges are the inclusion of the Tunisian youth into the economic and political processes and the expression of their grievances and aspiration through adapted media as a first step.

6. Description of selected idea/approach

(How... and why this is expected to be effective)

We developed a powerful media campaign to allow the Tunisian youth to participate in the transition process: **3abber** ... express yourself.

Young Tunisians will be invited to express themselves through all forms of art and culture to create an authentic and creative form of expression and at the time let the youth acquire media and production skills.

The choice of their creative expression is free. The only conditions are that their creations must contribute to positively support the transition process of Tunisia, exclude violence and be as inclusive as possible. A nationwide multimedia campaign-call will kick off 3abber. Out of the entries, proposals will be selected by the 3abber community. 3abber staff will travel the whole country, including the outlying communities to maximize the number of participants to ensure a diverse expression on Tunisian culture.

Selected submissions will be given the opportunity to work with confirmed Tunisian artists skilled in sculpture, photography, song writing, videography, or whatever form you practice in, and will offer the exchange opportunities with peers and critics to get nationwide impressions, which will help to establish networks. The development of the art will be accompanied and covered by media in a cross-media concept – nation-wide, regional and local, including digital saturation through the 3abber website, Facebook, Twitter, Instagram, YouTube, TV, and radio.

Artists will share their work progress on traditional and social media. Therefore, backing of popular media is imperative for the success of the project. The high point of the project will be a public and virtual exhibition featuring the selected projects. Supporters from the local areas could be supported to travel to the festivals.

The recurring festival will be covered by a cross-media approach, including also media from the region and Europe. In these ways, 3abber will expand the public space to encourage an open dialogue across generations through art and media. It will bring the community together, demonstrating the strength of the diversity of opinions, empowering Tunisian youth, generating pride and self-esteem, and giving a voice to a part of Tunisian society that is critical to the sustainable transition to a stable democracy. 3abber is designed as a voice towards the transition process of the country.

7. Links to other themes (if needed)

Obviously, there is a strong link to economic development as well as to all other important challenges in the transition, rule of law, and popular participation. Through our campaign Tunisian youth expresses their grievances and aspirations, and thus participate in the transition process.

8. Presented pitch (video)





Common Effort 2018 Theme Group Report

on: Security Sector Reform

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement

A stable and transparent security sector is one of the most critical conditions in the development of a nation and building of trust in the security institutions. Topics to be discussed: What are the current strengths and weaknesses of the Tunisian sectors? What is the impact of the past and proposed reforms and what are the main efforts of the International Community? What are the common issues in all sectors and what innovative approaches could address those issues?

2. Background

Security sector reform has become an established approach to building key national governance institutions. SSR aims to enhance effective and accountable security for the State and its peoples without discrimination and with full respect for human rights and the rule of law; it describes a process of assessment, review and implementation as well as monitoring and evaluation led by national authorities.

The main objectives of security sector reform are,

- first, to develop an effective, affordable and efficient security sector, for example by restructuring or building human and material capacity for better internal control; and,
- second, to improve democratic and civilian (external oversight) relations over the security sector, for example through strengthening the management and oversight capacities of government ministries, parliament and civil society organisations, with the aim of greater transparency and trust.

In addition, SSR's contribution to peace-building has specific political, economic, social and institutional dimensions. The political dimension entails the promotion and facilitation of civil oversight of security institutions; the economic dimension ensures appropriate consumption and allocation of society's resources for the security sector; the social dimension holds that the provision of the population's physical security should in all cases be guaranteed, and not additionally threatened, by the assistance of the security sector; and, directly related, the institutional dimension focuses on the professionalisation of all actors in the security sector.

3. Material used

- Open source

The participants mainly used open source documentation, as an example:

- Folke Bernadotte Academy Security Sector Reform Assessment Framework. fba.se/contentassets/bf97e14d2341492cafaed1dfede54a7d/ssr-assessment-framework.pdf
- The OECD DAC Handbook on Security System Reform (2007). www.keepeek.com/Digital-Asset-Management/oecd/development/the-oecd-dac-handbook-on-security-system-reform_9789264027862-en#page1
- DCAF-ISSAT online e-learning Introduction to SSR, or downloadable handbook SSR in a Nutshell

- www.sfcg.org/tunisia-security-sector-reform-ssr-project/
- carnegie-mec.org/2016/02/05/bringing-tunisia-s-transition-to-its-security-sector-pub-62563
- www.dcaf-tunisie.org/adminDcaf/upload/ejournal/documenten_10227.pdf
- www.crisisgroup.org/middle-east-north-africa/north-africa/tunisia/tunisia-transitional-justice-and-fight-against-corruption
- www.ictj.org/our-work/regions-and-countries/tunisia
- repository.library.georgetown.edu/bitstream/handle/10822/1043055/CIRSSummaryReport16TransitionalJusticeInMENA2017.pdf?sequence=1
- www.sipri.org/sites/default/files/2017-09/session_report_no_3.pdf--
- www.amnesty.org/en/latest/news/2017/02/tunisia-abuses-in-the-name-of-security-threatening-reforms/
- www.ohchr.org/Documents/Countries/TN/TransitionalJusticeTunisia.pdf
- www.themaydan.com/2017/05/transitional-justice-tunisia-challenges-opportunities/
- www.hrw.org/news/2017/05/23/law-could-be-final-blow-tunisias-transition
 - Country book
 - Presentation and expertise of DCAF (Maxime Poulin)

4. Identified gaps/ critical issues (What needs to be addressed)

DCAF expert Maxime Poulin (Deputy Head of Office - DCAF Tunis) sketched the situation of the security sector in Tunisia. Although the situation is stable at the moment, there are a number of worrying trends. The State of Tunisia is still under a state of emergency. the state of Tunisia has not really had a revolution in the sense that the Ministry of Interior has been continuing de facto the pre-revolution power structures.

There is a unity government, but its structure is still young and fragile. There are control instances and accountability mechanisms, but they are still weak and regularly under pressure. In particular, he pointed out the three main shortfalls of the Tunisian security sector:

- Lack of oversight and accountability
- Lack of clear and well communicated legal and policy framework
- Lack of effective and efficient service delivery

The group was divided in three subgroups and were asked to identify several key issues to be addressed during the exercise. The group settled on three main 'gaps':

- The apparent resistance to change (Lack of will) of the Ministry of Interior
- The need to strengthen the Rule of Law, especially regarding the Justice system (Courts)
- The apparent lack of coordination / information sharing between government agencies, between the Ministry of Defence and the Ministry of Interior

5. Selection of focal issue(s) (Why this)

Based on an actor analysis combined with a power – interest mapping, the participants identified several possible means of actions:

- Capacity building approach
- Retirement plan approach for MoI / older leadership
- Mutual decision-making instance / discussion platform / funding approach
- Training program
- Creating a committee approach
- Finding alternative career opportunities for excess police officers
- Strengthening Bar association approach

6. Ideas to address these issues (Possible How’s)

The group proceeded to discuss the way to address the selected issues (lack of will, Rule of Law and lack of communication between the Ministry of Defence and the Ministry of Interior) and came up with two principal areas of action:

- Forming an inclusive committee, convincing key players that they themselves gain, own are the solution
- International Community coordinated SSR approach

7. Description of selected idea/approach (How)

According to the participants, the key was promoting a coordinated approach, nationally and internationally. By forming an inclusive committee, the participating national organisations are encouraged to work together and exchange information.

By combining this approach with an international SSR approach and international aid based on conditionality, it is the idea that the relevant national actors will be more inclined to cooperate.

8. Links to other themes (if needed)

The participants realised early on that interaction with group 7 (discussing main roots of violent extremism) would be helpful in avoiding overlap and joining forces. Group 7 was at the time discussing the issue of the trust of the population towards the police. The exchange was very beneficial to both groups. It was found that overlap had been avoided.

9. Presented pitch



Report Theme Group
Security Sector Reform (SSR)

How can the Tunisian government enhance the effectiveness, accountability and trust in its security sectors?

Objective outcome
...innovative ideas and proposals for integrated cooperation within the Common Effort Community and stakeholders in the area

Key challenges - what & why



- Lack of will inside MoI to support reform
- Rule of Law, limited effectiveness of court system
- Stove piping Information between MoD and MoI

Innovative approaches - how

1. Committee (carrot method); Convincing key players that they themselves (MOI) gain, own and are the solution and the Unions are the “agent of change”
2. International Community coordinated SSR approach – aid linked to achievement of reforms (conditions based funding)
 - IC priority – Counter-terrorism (CT)
 - Effective interagency intel based CT operations





Common Effort 2018 Theme Group Report

on: Strategic Importance

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement

The underlying key assumption of this theme group constitutes the question “Why TUN is strategically important to ‘us’?” Stemming from this question, it is essential to determine “Who is us” in the first place and second, “why”. Theme group 5 (TG5) was set against the backdrop of these three core objectives of Common Effort 2018. First, it seeks to foster a mutual understanding of different perspectives, approaches and policies. The complexity regarding the question pertaining “stability” in TUN will be encouraged and enabled through the broad and diverse participants and their respective subjects of expertise. Second, through this cross-cultural approach dependent on participants, this theme group will gain a deeper insight into the complex nature of stability. Finally, it is the overarching objective of this theme group to develop innovative ideas that seek to explain how TUN can become a better example of stability in the region. Discussions revolving around “stability” in TUN necessitate a profound elaboration of the term stability *per se*, as this term may vary regarding the individual participant and their respective background.

2. Background

The tragic self-immolation of a street vendor in DEC 2010 in TUN ignited the spark that led to the fire that spread throughout the MENA region in the months of spring 2011- reputed by posterity as the “Arab Spring.” This act of desperation by one person quintessentially resulted in regime changes and civil wars. The latter is notable in the developments of Syria and Libya. TUN has been subsequently been regarded as one of the rare examples of a peaceful transition to democracy and attested to as the birthplace of the “Arab Spring.” However, as the unpredicted rapidity which led not only to the ousting of TUN Ben Ali Regime, but moreover the domino effect of autocracies in the MENA region has shown, the issue at hand is how quickly tides can turn in TUN and by extension in the entire region.

Two points have been identified as relevant for this discussion. These are: the socio-economic and the security dimension that determine “stability.”

Whereas the reasons that led to the Arab Spring have commonly been explained as rooted in politics, the more significant aspect seems to be of socio-economic nature. It is noteworthy in this context that the socio-economic challenges the TUN population face which remain a significant issue and ever since have resulted in recurrent protests.

In addition, TUN faces a further facet which determines stability, namely the influx of so-called foreign fighters from neighbouring countries. This becomes most evident in the tragic example of war torn Libya and the manifold number of foreign fighters involved in the so-called Islamic State

3. Material used

Every participant was provided with a copy of the country book and had access to the internet. The facilitators based the applied methodology, as mentioned elsewhere in previous reports, on the placemat theory.

4. Identified gaps/ critical issues (What needs to be addressed)

- The socio-economic challenges the TUN population
- The influx of so-called foreign fighters from neighbouring countries
- Missing is a vision of what TUN may aspire.

5. Selection of focal issue(s) (Why this)

Having intensively dealt with the strategic importance of TUN during the first two days of the Common Effort Exercise, the participants of TG5 chose to proceed with a vision of what TUN may aspire to become whilst using a midterm time scale.

This future driven approach was chosen by the participants, as the participants felt that it is difficult to focus on the strategic importance without taking the *economic*, *social* and *security* situation into consideration. Since these pillars represented on their own working groups of the Common Effort Exercise, the participants came forward with a model that could incorporate all three simultaneously.

6. Ideas to address these issues (Possible How's)

A vision was proposed labelled "Carthago 2030".

7. Description of selected idea/approach (How)

... and why this is expected to be effective

Carthago 2030 – a title which would be reminiscent of the reputed Phoenician trade nexus of antiquity. This vision was set as a strategic road map based on four pillars. Accordingly, TG5 identified one pillar as "Rule of Law" which denoted the prerequisite for a safe environment. The second pillar was identified as socio-economic development which would, by implication, release the vast human capital of TUN young population. Further, this vision would also aid to decrease the country's youth unemployment and by extension migration towards the EU may also lower. Finally, Carthago 2030 would ultimately provide the appropriate incentives for international partnerships to be fostered.

8. Links to other themes (if needed)

Strategic importance implies *qua* definition links to various other theme groups. The participants of TG 5 identified, however, the strongest overlapping links to the social and economic group.

9. Presented pitch



Report Theme Group *Strategic Importance*

***How can TUN become a better example of stability
in the region?***

Objective outcome

...innovative ideas and proposals for integrated cooperation within the
Common Effort Community and stakeholders in the area

Key challenges: what and why?

- **Why is TUN strategically important?**
 - Stabilise TUN to stabilise the region? Voice in regional organisations? Regional perspective?
- **What is stability?**
 - Socio-economic participation? Security? What are factors of sustainable socio-economic stability? Trust in institutions? Political stability? (cf. Arab Spring?)
- **Who is us?**
 - EU and partners? NATO?

Innovative Approaches-how

A future oriented road map: **Carthago 2030**
comprising four pillars:

- Improvement of „Rule of Law“
- Realisation of socio-economic reforms
- Minimilisation of demographic factors
- Establishment of international partnerships and agreements



Common Effort 2018 Theme Group Report

on: Good Governance

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement:

The group discussed the definition of good governance and formulated this as a situation during which most of the people are satisfied with their living conditions and the way the government manages this. The group formulated as problem statement: "How can the interaction between authorities and the population at local level/emerging communal level be developed?"

2. Background

The popular uprising that led to the Arab Spring and the end of Tunisia's Ben Ali era and the different reforms engaged in the country since then to enhance development and democratic transition formed the point of departure for discussions within the Governance Group. Specific focus was brought on decentralisation processes and the opportunities and challenges of local governances

3. Material used

Available resources persons, VNG International project documentation on Tunisia, EU, World Bank and UN related documentation, and several internet sources such as IFES, <http://www.ifes.org/faqs/elections-tunisia-2018-municipal-elections>

4. Identified gaps/ critical issues (What needs to be addressed)

The group identified as critical issues for a successful reform process:

- lack of trust of the people in government institutions
- need for proper resources and qualified personnel within local governments and
- lack of citizen engagement mainly lack of youth participation in (local) politics.

5. Selection of focal issue(s) (Why this)

The negative perception of the people about the government institutions and its representatives is a key obstacle for successful reform. Decentralization is considered a means to bring the government closer to the citizens and to improve the interaction between the people and the (local) government institutions but is also a process that needs certain conditions to succeed. The group assumed that the new local government act will not only transfer powers from the central to the local level but will also transfer the necessary resources to deliver basic services to the people. As governance is very much about perceptions trust was identified as a key issue. Trust is critical to ensure a good interaction between the (local) government and the citizens but also participation is essential and especially that of the youth. The biggest challenge is ow to insert the value of Trust in the institutional framework.

Therefore, the governance group divided itself in three sub-groups that investigated the following topics:

1. Conditions to succeed decentralization
2. Improve perceptions/trust
3. Youth participation and inclusive cities

To come up with innovative ideas the three sub-groups made their assessments by focusing on the challenges, stakeholders, relevant factors and political dynamics as well as what could be done to address the issues identified. After that the three sub-groups presented their findings to the plenary governance group. The plenary governance group made an additional effort by identifying the key challenges and recommendations for good local governance based on the sub-group findings. Below you will find the final presentation as presented during the plenary session and during the High-Level Event.

6. Ideas to address these issues (Possible How's)

To tackle the issues of local democratic transition, local development in an inclusive and efficient matter, the group are aware are a big part of the responsibility is in a coherent national vision in Tunisia about their new model of governance they chose through the constitution of 2014. They also underlined the importance of strategic support from the international community considering the long and complex path Tunisia must take to honour its Jasmin Revolution aspirations.

7. Description of selected idea/approach (How)

The group was aware that the approach that needs to be used to address the challenges should be integrated and based on multi stakeholder approach. The group are very considerate to the complexity of the issues tackled through decentralisation and local governance.

8. Links to other themes (if needed)

During the discussions the governance group received input from representatives from three other groups: media, economics and social cohesion. On the other side, considering that Governance issues are cross cutting on the other themes, the moderator of the group was asked to intervene in the other groups.

9. Presented pitch



Report Theme Group
Good Governance

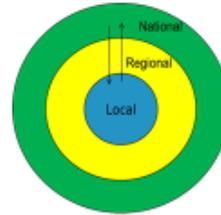
How can the interaction between authorities and the population at local level/emerging communal level be developed?

Objective outcome
...innovative ideas and proposals for integrated cooperation within the Common Effort Community and stakeholders in the area

Key challenges - what & why

Perceived legacy from old regime

- Inequality (individually, regionally)
- Clientism/nepotism
- High unemployment rate
- Deficiency of the rule of law



Decentralization as means to improve

What:

To build trust between local authorities and the local population, in particular with youth.

Why:

Gives legitimacy and authority to local government.

Innovative approaches - how

- **Participation and transparency:**
 - open council meetings, accountability
 - facilitating youth councils/organizations
 - education, community based projects
 - E-governance
- **Communication:**
 - E-governance/dialogue
 - Local media
- **Integration:**
 - Connect generations
 - Common cultural, social heritage
- **Service delivery**
 - Mobile services
 - Dual education system





Common Effort 2018 Theme Group Report

on: Linking Safety to Security

Objective: This report is intended to add background to the concise Theme Group presentations ('pitch') at the end of the Common Effort exercise. It represents ideas that emerged in the group discussion, material used, and explains why specific focal issues were chosen: 'What – Why – How'. As such it may provide the basis for follow-up discussions. The pitch is included. Disclaimer: This report does not represent an official position of any of the participating organisation. Given the pressure cooker nature of the session completeness or correctness is disclaimed.

1. Problem statement

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

Broader: How can Tunisia counter the ongoing threats coming from extremists (including 6000 Foreign.

Terrorist Fighters) within the newly established democratic rule of law.

2. Background

Finding a balance between the “harder” and “softer” approach in fighting extremism remains a challenge in Tunisia. A majority of the Tunisian population has a negative perception on especially the police, and to a lesser extend the army and national guard (Marechaussee). At the same time, a majority of the population expects a harsh crack down on extremists and returning FTF's. Rehabilitation and re-integration trajectories for extremists and returning FTFs are too often perceived as an undeserved reward for bad behaviour. There is little awareness among the general population on the usefulness of these measures.

It is therefore important to create more awareness of the usefulness of reintegration and rehabilitation projects besides other preventive measures and “harder” repressive and judicial interventions. It is worthwhile to explore ways on how this can be done. Another topic that is worthwhile to explore is how to bridge the deep mistrust between security forces (mostly police) and the general population. Are community policing and youth worker initiatives part of the solution? How can prison reforms best be implemented?

Approximately 6000 young Tunisians have left the country in the years 2012-2014 (see the assessment the threat posed by Tunisian foreign fighters by ITES, 2017-18). Currently approximately 1500 FTF's have returned on Tunisian soil. Only 19-20 % has been arrested upon return. The rest has returned to their home communities or has sought refuge elsewhere. According to estimates by ITES (Institute Tunisienne des Etudes Stratégiques) 10-15 % of returnees are ideologically poisoned and need to be incarcerated for an extensive period (reintegration and rehabilitation might prove difficult for this group). The rest has joined extremist groups because of socioeconomic reasons and because of frustration with how the authorities are treating its population. This group can potentially be reintegrated into Tunisian society after due judicial process. 61% of inmates that are condemned for extremist activities believe strongly that they need help reintegrating into society.

3. Material used

- Understanding Local Drivers of Violent Extremism in Tunisia
http://www.iri.org/sites/default/files/2017-6-1_vea_report_-_beja.pdf
- Assessing the Threat posed by Tunisian Foreign Fighters
- (Netherlands funded study by ITES, not yet online)

- Why are so many Tunisians joining the Islamic State?
https://www.washingtonpost.com/news/monkey-cage/wp/2017/01/27/why-are-so-many-tunisians-joining-the-islamic-state/?utm_term=.5f2c4302bfe3
- “What next for the IS fighters returning to Tunisia”
<https://www.alaraby.co.uk/english/indepth/2017/11/28/what-next-for-the-is-fighters-returning-to-tunisia>

4. Identified gaps/ critical issues (What needs to be addressed)

- Lack of socio-economic perspective / need for income
- Lack of trust in government, security forces and judicial system
- **Negative experience with police**
- Lack of social engagement (citizenship)
- Poor religious knowledge / influenced by extremist preachers
- To be a respected member of a certain community
- *Social status (marriage, job, image)*
- Spill over effect from neighbouring instability

5. Selection of focal issue(s) (Why this)

Negative experience with police This is categorised by the TUN authorities and by independent research as a prominent root cause of violent extremism. Community policing and a strengthened relationship between communities (youth) and police will create more (perceived) safety and a better functioning security apparatus. Furthermore, other groups already focussed on other root causes like socio economic development and the lack of trust in the government. Initially we also focussed on the spill over effect from Libya, but due to time constraints we decided to narrow our pitch down to the relationship between the police and youth.

6. Ideas to address these issues (Possible How's)

Policy level

- Develop a body for elected law enforcers (e.g. higher cadre)
- Investigate benefits and disadvantages of locally recruited and working police
- **Set up transparent accountability system**
- Introduce a system of confidential counsellors inside the police force

Operational level

- **Introduce mandatory periodic training programs and test/evaluation**
- Focus on arrests with less force (alternative techniques)
- Awareness / knowledge of Law (mandate)
- Create independent local body to interact with youth groups based on specific cases
- Improve legal aid for victims of police violence (incl. victim assistance)
- Develop a body for elected law enforcers (e.g. higher cadre)
- Investigate benefits and disadvantages of locally recruited and working police
- **Set up transparent accountability system**
- Introduce a system of confidential counsellors inside the police force

Techniques with Mental impact

- **Rebranding the police by introducing e.g. new uniforms (preferably made in TUN)**
- **Introduce Body cameras (preferably made in TUN)**
- **Introduce static smart cameras (preferably made in TUN)**
- Set up exchange on expectations about role and mandate of police in society (to create mutual respect)
- Improve Civic Education about corruption at primary and secondary schools
- Set up Integrity training for police

- Influence perception of population: show examples of punished police(wo)men

7. Description of selected idea/approach (How)

The main aim of Theme group 7 was to develop ideas to enhance **the creation of a police force that serves the community free from excessive force and arbitrary arrests.**

To reach this a close cooperation between international partners and the Tunisian authorities is needed. Tunisia has made the addressing of root causes a priority in its fight against terrorism. Tunisia has therefore also committed itself in strengthening the relationship between the police and communities.

The Netherlands is one of Tunisia’s most prominent partners in setting up community policing pilots and in further developing policies in this area. The above-mentioned ideas can all be used (and partially are already being used) by policy makers and international partners to strengthen Tunisia’s police.

8. Links to other themes (if needed)

In a further development of the selected idea, especially links with the groups that focussed on SSR and Good Governance (lack of trust) should be explored.

9. Presented pitch

Key Challenges - What & Why

A bottom up approach to reset the Tunisian Police is essential

**Innovative approaches – How
Tulip meets Jasmine**

Objective outcome: A police force that is visible, accountable and less corrupt, that serves the community free from excessive force and arbitrary arrests

Outcome: a police force that serves the community free from excessive force and arbitrary arrests

Policy

- Develop a body for elected law enforcers (e.g. higher cadre)
- Investigate benefits and disadvantages of locally recruited and working police
- Set up transparent accountability system
- Introduce a system of confidential counselors inside the police force

Operational

- Introduce mandatory periodic training programs and test/evaluation
 - Focus on arrests with less force (alternative techniques)
 - Awareness / knowledge of Law (mandate)
- Create independent local body to interact with youth groups based on specific cases
- Improve legal aid for victims of police violence (incl. victim assistance)

Techniques with Mental impact

- Rebranding the police by introducing e.g. new uniforms (preferably made in TUN)
- Introduce Body cameras (preferably made in TUN)
- Introduce static smart cameras (preferably made in TUN)

Outcome: a police force that is visible, accountable and less corrupt

Policy

- Create guidelines for (and activate) oversight body / ombudsman
- Making pay of bribes criminal offense
- Make your handling of accountability more transparent

Operational

- Increase low salary (natural expanding way), create incentives for good behaviour
- Strengthen internal affairs (sting operations)
- Set up online infra for Electronical payments (e-govmt)
- Set up Complaints mechanism (e-govmt)
- Set up a Reporting system (e-govmt)
- Publish reports of the oversight body / ombudsman / internal affairs

Techniques with Mental impact

- Set up expectation exchange about role and mandate of police in society (iot create mutual respect)
- Improve Civic Education about corruption at primary and secondary schools
- Set up Integrity training for police
- Influence perception of population: show examples of punished police(wo)men

A Invitation Consultation of Experts meeting

“Common Effort 2018” Consultation of experts ‘Tunisia and region’

Meeting to identify and define focal issues for the agenda of Common Effort 2018.

Context

Since 2015, the Common Effort Community has developed into a recognized platform for building mutual knowledge and deeper understanding of the different perspectives of safety and security in conflict areas, intended to develop better comprehensive action (see Common Effort Flyer).

We use realistic, mostly current, scenarios from a focal region (in 2015 South Sudan; 2016 Libya; 2017 Iraq) to elicit participants' perspectives and broad expertise and develop a comprehensive approach on complex safety and security issues in the objective region.

Preparing for Common Effort 2018 on Tunisia, we organise a focus meeting with invited experts to achieve broad knowledge on the relevant themes and issues to be addressed during our Common Effort session week. We want to focus on critical issues that really matter in the focal area. Also, we want to better align with country/thematic policies in place, so that the insights from the exercise can be used in shaping real-life policies of the Common Effort community and policy makers in the Netherlands and Germany.

Proposed consultation meeting

Invited are Tunisia (and region) experts from Netherlands Government, NGO's, and the military, and local experts. A similar meeting will be organised in parallel in Berlin with German stakeholder. Results of both will be available to the participants.

The consultation meeting aims to result in a concise assessment of key issues with the most prominent, urgent, fundamental, uncertain issues – as input for discussions during the Common Effort week and High-Level Event. We want to discuss questions such as:

- What dilemmas does Tunisia face according to you and your organisation?
- What are the challenges and treats in Tunisia (and region) in the short run and longer run?
- What developments should be explored for *early warning* and, especially, *early action*?

Registration

Please, register for this meeting by sending an email to: peter.essens@tno.nl
Distant participants (e.g. Embassy) could link up via skype (to be arranged)

Proposed date and venue: Thursday 30 NOV or 7 DEC. (tbd)

Proposed Time 15:00–17:00;

Network session 17.00-18.00 (time zone: Amsterdam)

Proposed Venue: TNO Anna van Buerenplein 1, The Hague

Organisers NL: Peter Essens. TNO. peter.essens@tno.nl +31 6 5163 6789

Jos Hoenen, Civil Advisor 1GNC.

B Invitation Planning Workshop



Common Effort 2018 Planning Workshop

24 & 25 January, 2018 | Münster, Germany



Common Effort Planning Workshop 2018

This pre-exercise assessment and preparation workshop aims to bring together experts, facilitators and co-facilitators for the Common Effort Exercise in June 2018.

The objectives for the Workshop in January are to:

- create a common situational awareness on Tunisia;
- finalize the themes / theme group topics for the exercise;
- work out problem statements for each theme group;
- develop a concept for the theme groups, more specifically to define how the facilitators will manage the content and the time in their theme groups.

About Common Effort

Different approaches and objectives sometimes hamper effective action - therefore Common Effort Exercises have been initiated. A variety of actors from the government, civil society, military and private sector with experience in fragile and conflict-ridden states are working together to achieve and maintain safety, peace and stability. More than 50 organisations from the Common Effort Community are committed to sustainable solutions for fragility and conflict which can only be achieved with a comprehensive, whole-of-society-approach. They are intended to build and expand relevant networks, and to train, learn and share knowledge and experiences.

In 2018, the Common Effort Exercise & High Level Event will take place from 4 June - 8 June 2018 in The Hague.

Common Effort Planning Workshop 2018 | Building 4

Prins Claus Barracks
Building 4
Grevener Str. 133
48159 Münster

Mrs. Carina Eijsink
Common Effort Community Manager
Phone: +49 - 251 506 2933
commoneffortcommunity@gmail.com

C Sample Theme Group '2-pager'

COMMON EFFORT 2018

Social perspectives

1. Problem statement & description

How can cohesion be improved in a society fragmented by various rifts?

Cohesion in Tunisia is challenged on several layers. To deal with these realities, one needs to look at various aspects of humanity, such as class, race, sexual orientation, disability and gender, that are complexly interwoven. The tool we can use for this is the approach/theory of intersectionality.

Topics that can be discussed are:

How does one create trust in a society that has evolved for decennia around a system using tactics of rule and divide to stay in the saddle?

What means cohesion, what are perspectives for youth and women in Tunisian society?

How can gaps be bridged between the poor and the rich, or between urban and rural areas? What transitional measures are needed to encourage and facilitate reforms?

The Theme Group Social Perspectives will work to identify innovative bottom-up as well as top-down mechanisms as well as ways to interconnect them to build common ground providing future perspective for the Tunisian people.

2. Background information

North African countries that experienced uprisings were governed autocratic: via the top-down way. There was little room for bottom-up initiatives, until the uprisings demonstrated this power. Ideally in the current process of change one need the right dose of top-down married to bottom-up. Working with bottom-up methods establishes common ground and let people find future perspectives. It guarantees local ownership, stimulates shared responsibility among multiple stakeholders, reinforces social cohesion and fosters dialogue

Dealing with change is dynamic and requires trust that the cohesion will be better after the change. Yet also trust in the fellow citizens. How does one create that in a society that has evolved in decennia with the tactics of rule and divide?

The cohesion in Tunisia is challenged on several layers. To deal with these realities, you need to look at layers with the approach of intersectionality. This theory considers that various aspects of humanity such as class, race, sexual orientation, disability and gender do not exist separately from each other, but are complexly interwoven and that their relationships are essential to an understanding of the human condition. When systems of justice or other entities attempt to look at each aspect in isolation, then misconceptions may occur, and

essential understandings may be lost. Rather than thinking of identity as a collection of separate elements, it is better understood if the elements are thought of as “inextricably linked” with each other, and all aspects of identity are Integral, Interlocking parts of a whole.

Two recent articles about the current social situation in Tunisia:

The Economist, 18 January 2018

<https://www.economist.com/leaders/2018/01/18/tunisia-needs-help-if-it-is-to-remain-a--for-the-arab-world>

Qantara, 17 January 2018

<https://en.qantara.de/content/social-unrest-in-tunisia-youre-on-your-own>

Kimberlé Crenshaw has done a TED-talk in 2016 about intersectionality. It is available on YouTube: <https://www.youtube.com/watch?v=akOe5-UsQ2o>

3. Proposed agenda of discussions

Tuesday morning:

From	to	Topic / subject
10:00	11:00	Introduction of Social Perspectives theme and intersectionality
11:00	11:45	Discuss the problem statements and identify various rifts Clarification on definitions Define themes
11:45	12:30	What systems are in place and which deficiencies are identified? Organization of sub-theme groups

Tuesday afternoon:

From	to	Topic / subject
13:30	18:30	Develop innovative ideas per sub-theme group Cross-cutting themes identified
18:30	19:00	Presentation results sub-theme groups and discussion

Wednesday morning:

From	to	Topic / subject
09:30	11:30	Develop innovative ideas per sub-theme group Cross-cutting themes identified
11:30	12:00	Presentations of proposals to group

Wednesday afternoon:

From	to	Topic / subject
13:00	17:30	Integration of proposals in a project concept Prepare 3-slider for Thursday morning
18:30	19:00	Discussion way ahead

Wednesday evening:

From	to	Topic / subject
19:00	20:30	Finalization Theme Group Report

D Invitation Common Effort 2018

Invitation Common Effort Exercise & High Level Event 2018



Exploring Comprehensive Approaches towards Tunisia and its Region

Dear Sir / Madam,

Also on behalf of the Dutch Ministry of Foreign Affairs and the Dutch Ministry of ~~Defence~~, I would like to invite you to the annual **Common Effort Exercise and High-Level Event 2018**.

Date: 04 until 08 June 2018

Time: 17:00 (04 June) until 11:00 (08 June)

Exercise Location: NATO CIMIC Centre of Excellence (CCOE) | [Brasserskade 227a | 2497 NX, The Hague](#)

High Level Event Location: Dutch Ministry of Foreign Affairs, [Rijnstraat 8 | 2515 XP, The Hague](#)

(Participation is by invitation only and free of charge with regards to meals and accommodation)

This year we will focus on the situation in **Tunisia and its region**. Participants from IOs, NGOs, ministries, military, think tanks, and research institutes will work together and share their experiences in different thematic groups such as Good Governance, Economic & Social Perspectives, Security Sector Reform (SSR), Linking Security / Safety threats or the Role of the Media in Tunisia. A number of expert briefings will provide the necessary information on the situation in Tunisia. The aim is to come up with potential, innovative follow-up action proposals for future cooperation within the Common Effort Community.

During the High-Level Event, the aforementioned follow-up action proposals will be presented to high-level representatives from the ministries, IOs, NGOs and the military. In addition, there will be interesting keynote speeches and opportunities for networking.

This year at the strategic level, the Common Effort Community High-Level Event will be combined with the Comprehensive Perspectives Meeting (CPM) and the award ceremony of the CIMIC Award of Excellence of the NATO CIMIC Centre of Excellence (CCOE).

Furthermore, there will be an opportunity to welcome new members of the Common Effort Community during the annual signing ceremony. Currently, the Common Effort Community comprises 51 member and observer organisations.

I look forward to welcoming you on 04 June 2018.



Michiel A. van der Laan
Lieutenant General (NLD Army)
Commander 1 (German / Netherlands) Corps

Registration for the exercise (participants in the exercise will automatically be registered for the High-Level Event) is possible via the [REGISTRATION LINK](#).

Deadline for registration is 26 April 2018.

For more information about the Common Effort Community and its activities see our [website](#).

If you have questions regarding participation and/or registration, please contact commoneffortcommunity@gmail.com.

E Theme Group Choices

Theme Group Choices

Please select the two theme groups you are most interested in to join during the Common Effort Exercise 2018.

Note: The allocation to theme groups is based on a “first-come-first-serve” basis, so please be aware that you might get allocated to another theme group.

Theme Group 1: Social Perspectives

“How can cohesion be improved in a society fragmented by various rifts?”

Cohesion in Tunisia is challenged on several layers. To deal with these realities, one needs to look at various aspects of humanity, such as class, race, sexual orientation, disability and gender, which are complexly interwoven (an intersectional approach). Topics that can be addressed are: How to create trust in a society that has evolved for decennia with the tactics of rule and divide? What does cohesion look like for youth and women in society? How to bridge the gaps between rich and poor, rural and urban areas? What transitional measures are needed to encourage and facilitate reforms? This theme group will work to identify innovative bottom-up methods to build common ground providing future perspectives for the people.

Theme Group 2: Economic Perspectives

“How to stimulate economic development to support social development?”

Economic growth is picking up, but, unemployment for specific groups such as women, young people, and graduates will remain high, with labour relations remaining tense (OECD #102, 2017). Topics to be discussed: What are the framework conditions and instruments to develop economic activities; what strategies are needed to implement these; what are the drivers of entrepreneurship and small/medium business in Tunisia; how can digitalization contribute to this?

Theme Group 3: Inventive media

“How to create sustainable public spaces for the expression of young Tunisians?”

Use of media still plays a vital role in Tunisia, as a tool of formal power and as instruments of social expression and societal transition. And media can be used to close education and employment gaps. Items to be addressed are: what is the actual media environment and the media culture and Tunisian media consumption patterns? What is the role of media for the expression of young Tunisians and how to create those public spaces; and how to build bridges with Europe? To make things concrete, this theme group will work to apply media techniques in visual presentation of results.

Theme Group 4: Security Sector Reform (SSR)

“How can the Tunisian government enhance the effectiveness, accountability and trust in its security sectors?”

A stable and transparent security sector is one of the most critical conditions in the development of a nation and building of trust in the security institutions. Topics to be discussed: What are the current strengths and weaknesses of the Tunisian sectors? What is the impact of the past and proposed reforms and what are the main efforts of the International Community? What are the common issues in all sectors and what innovative approaches could address those issues?

□ **Theme Group 5: Strategic importance**

“How can TUN become a better example of stability in the region?”

Tunisia is widely seen as an example of peaceful transition to democracy. Is this an anomaly or an example of stability in the region? Items to be discussed will be: Why is TUN more resilient than neighbouring states and how can we strengthen its resilience? What is needed to prevent it from becoming a springboard to Europe? How can Tunisia develop as a bridgehead of stability in the region and how does the International Community support this. This theme group will assess the situation with subject matter experts and identify potential innovative approaches to further Tunisian and regional stability.

□ **Theme Group 6: 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 is a key factor in driving the transition process. The Tunisian population and authorities at the local level have little experience and are unknown to the ongoing decentralization. The communal elections in May 2018 are a major step in the transition process and lessons learned will be analysed. Using a case study approach, the discussion will address issues such as, accountability, citizen participation, acceptance of the local authorities among citizens, and efficiency of services and administration.

□ **Theme Group 7: Linking security / safety threats**

“Should addressing root causes of violent extremism become the priority in the broader development agenda for Tunisia?”

Tunisia was urged to make the prevention and countering violent extremism its highest priority in the fight against terrorism. This was aligned with strengthening the security forces through training and material support. While the motivations and pathways of Tunisian foreign terrorist fighters differ strongly case by case, the lack of socio-economic future perspective and police brutality remained major reasons for most extremists as research has shown. Issues to be discussed will be the effects of socio-economic interventions, interventions of counter narratives, effects of street-corner work projects on preventive measures, community policing interventions, and reintegration and rehabilitation programs.

F Flyer Common Effort 2018



“Common Effort 2018”

04 – 08 June 2018, The Hague, Netherlands

Exploring Comprehensive Approaches towards Tunisia and its Region

– Common Effort Community Exercise and High-Level Event
exercising effective interaction and building comprehensive perspectives between Governmental,
Non-Governmental and Military Organisations, for a safer and more secure world –

Today's crises demand a comprehensive approach by the international community including coordinated action from a wide range of civil and military actors. All actors have to exploit opportunities for interaction and cooperation to maximise effectiveness.

The 'Common Effort Community' from Germany and the Netherlands organises exercises and events with the aim of learning to better understand mutual perspectives, understanding today's crises and developing innovative actions for a safer and more secure world.

This year we will focus on the situation in Tunisia and its region. Participants from IOs, NGOs, ministries, military, think tanks, and research institutes will work together and share their experiences in different thematic groups (see info box).

A number of expert briefings will provide the necessary information on the situation in Tunisia. The aim of the Theme Groups is to come up with potential, innovative follow-up action proposals for Tunisia, building future cooperation within the Common Effort Community.

During the High-Level Event, the aforementioned follow-up action proposals will be presented to high-level representatives from the ministries, IOs, NGOs and the military. In addition, there will be interesting keynote speeches and opportunities for networking.

This year at the strategic level, the Common Effort Community High-Level Event will be combined with the Comprehensive Perspectives Meeting (CPM) of the NLD Min. of Defence, and the award ceremony of the CIMIC Award of Excellence of the NATO CIMIC Centre of Excellence (CCOE).

Participation in the exercise and the high-level event is by invitation.
Address Exercise location: Brasserskade 227a. 2497 NX, The Hague

For more information about the programme and the Common Effort Community and its activities see our website: <http://www.common-effort.org/>

If you have questions regarding participation and/or registration, please contact: commoneffortcommunity@gmail.com.



Theme Groups on:

1. Social Perspectives
2. Economic Perspectives
3. Inventive media
4. Security Sector Reform (SSR)
5. Strategic importance
6. Good Governance
7. Linking security/safety threats.



G Guidance for Facilitators Common Effort Exercise

Please review the suggestions on your role during the exercise:

1. Facilitator and co-facilitator jointly guide and organize the Theme group in the discussions to address the Theme Group topic. You may distribute the activities between you.
2. Diversity of perspectives of the diverse participants/organizations, coming from diverse backgrounds and bringing rich experiences, is expected. The end result should reflect this diversity based on a sense of shared ownership.
3. Given the exercise objectives, a few facilitation principles should be considered:
 - Every participant should be involved in the discussion; dominance of a few or negative remarks or criticism of others should be avoided;
 - Guidance will be needed to integrate these perspectives, rather than choosing one above the other, by exploring links between perspectives and showing possible discussion routes to follow;
 - Working towards the intended end product -the presentation- may help to focus the discussion, but should not suppress discussion;
 - The presentation on Thursday could be done a volunteering group member, which may add to shared ownership of the group's results.
4. A domain expert yourself, it may be a challenge to maintain the right balance between giving direction and allowing the discussion to divert. Be clear on when what role you and your co-facilitator take.
5. Process management. The size of the Theme Group is expected to be 15 – 20. Experience has shown that working in subgroups (say 4 of size 5) facilitates person-to-person interaction and getting to intermediate results. Group work during the two exercise days can best be developed in three steps:
 - Divergence: exploring the issue(s) at stake, generating broad ideas, within some scope;
 - Consolidation: integrating information and ideas, selecting promising ones to be fleshed out, converging details into higher-level concepts; bringing the group to focus on these.
 - Here a global sketch of the objective end result may be needed to guide the group into the next step.
 - Convergence: deciding what ideas will lead to an answer of the problem statement and identified challenges, working towards a coherent and clear story to tell.
6. Feedback. Feedback from the participants on content and process is essential to learn and improve. An observer will be present during the discussions. Wednesday afternoon the observer will guide a short 'Tops & Tips' session. The results of which are input for the hot-washup session on Friday morning.
7. Support if needed. If you as facilitator needs support, e.g. missing material, lost data, or if there is friction in the group, people not happy, or just confusion, you can approach our Observer(s) present in the group. They will arrange support if possible.

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