



# North-South Centre of the Council of Europe



NSC/EC (2011) 8 final  
9 November 2011

## STRATEGY DOCUMENT 2011-2013

This document seeks to define an overall basic strategy for the North-South Centre for the period from summer 2011 to the end of 2013. The proposed strategy is in continuity with the strategy document 2008-2010 which formed the “roadmap” that has guided the Centre’s work for the last three years. It is based chiefly on CM/Res(2011)6, adopted by the Committee of Ministers on 5 May 2011 along with a revised statute for the North-South Centre. This major step forward has been taken against a political background marked by deep structural changes, both in the Council of Europe and in the European Union, and by upheavals of historic significance in countries located in the southern neighbourhood of Europe.

Starting from an evaluation of the work done by the NSC in the last three years and an analysis of the political climate in which that work is progressing in 2011, the document seeks to organise the Centre’s future work around two focal areas of activity which are also policy objectives: the building of a global citizenship based on human rights and citizens’ responsibilities, and the promotion of human rights, democracy and the rule of law through targeted co-operation and intercultural dialogue. It also offers a series of ways of securing the North-South Centre’s stability in the immediate future and its development over the medium term.

A year after celebrating its 20th anniversary, the North-South Centre is “born again” thanks to the adoption of a new statutory resolution and the changes under way in Europe and its neighbourhood. In order to maximise its potential, it must preserve its originality and flexibility, build further on its achievements to date and develop its partnerships, affirming its twin political role as the “voice of the South” within the Council of Europe and an advocate for democracy and human rights outside. This process must develop step by step, with care taken to ensure that each stage stands as an achievement in its own right, and never losing sight of the fundamental objective of furthering democratic stability within Europe and its neighbouring countries.

*“It is not enough to take steps which may some day lead to a goal; each step must be itself a goal and a step likewise.” (Goethe)*

On 5 May 2011, 62 years to the day from the establishment of the Council of Europe and 21 years after its “Centre for Global Interdependence and Solidarity” was set up in Lisbon, the Committee of Ministers adopted a **new statutory resolution for the North-South Centre**.<sup>1</sup> By that decision the Centre’s member states – and in fact all its stakeholders in both the Council of Europe and the European Union – reaffirmed its relevance and its importance, at a time when the countries in the Arab world – our neighbours – are experiencing historic changes and when Europe faces a radical reappraisal of its political, economic, social and cultural model and its relations with the “South”, close or distant.

The main thrust of the Centre’s revised statute, which came into force on 1 June 2011, is as follows:

- the North-South Centre retains its original legal status and will continue to operate as an **enlarged partial agreement of the Council of Europe**;
- **all member states of the Council of Europe, and the European Union**, are invited to join the North-South Centre at the earliest opportunity;
- the Centre will continue its traditional activities and will also act as an **interface** between the Council of Europe and those countries in neighbouring regions which wish to co-operate with the Council, offering them a **platform for structured co-operation** on a number of different levels (governments, parliaments, local and regional authorities, civil society);
- the two statutory bodies which governed the Centre since its inception are now merged into a new “Executive Committee” which will be the **sole decision-making body of the North-South Centre**: this important structural change ensures that the Centre’s “quadrilogue” modus operandi is preserved, and that all member states will be fully involved in the decision-making process;
- the **relationship with the European Union** is strengthened by the inclusion of the Committee of the Regions of the EU as a new stakeholder in the North-South Centre;
- the priority areas of the Centre’s activity are confirmed (education, youth, intercultural dialogue), with special emphasis on promoting the **principles and values of the Council of Europe beyond the continent of Europe itself**.

The strategy of the North-South Centre over the period 2011-2013 will be inspired first and foremost by this Resolution, which forms **the new legal, political and operational basis for the Centre’s work**. This strategy will be consistent with the activities pursued since 2008, starting with a review of the past three years’ work,<sup>2</sup> and it will seek to strike **a new balance amongst the Centre’s strategic priorities**. In view of the amendments to its statute and political developments within the Council of Europe and the European Union, and of the upheavals in the

---

<sup>1</sup> See appendix.

<sup>2</sup> Cf. document NSC/Inf (2011) 4.

Arab world, it would seem logical to emphasise the NSC's role as a political interface and its new mission, under its revised statute, of **promoting human rights, democracy and the rule of law in the neighbouring regions of Europe**. The Centre's more traditional objectives of raising European public awareness of global interdependence and promoting policies of solidarity that embody the principles and values of the Council of Europe will remain as important as ever; these older objectives and the Centre's new mission should indeed complement and strengthen each other.

This new balance will come about gradually, reflecting the pace of developments in the countries concerned and their impact in terms of membership of the NSC. So the approach must be made **step by step**, making sure that each stage stands as an achievement in its own right, in the pursuit of the fundamental objective of **democratic stability within Europe and its neighbourhood** to which both the Council of Europe and the European Union subscribe.

## I. POLITICAL BACKGROUND:

The second decade of the 21<sup>st</sup> century is going to be critical: Europe's ability to adapt its political, economic and social model and make the most of its cultural diversity, to respond to the changes going on around it and make its mark in a multipolar world, will determine its influence in international relations and shape the future to be shared by our continent and our neighbours to the south and east.

As an institution of the Council of Europe, the North-South Centre will concentrate primarily on **taking forward the conclusions of the ministerial session in Istanbul** (10-11 May 2011), which highlighted that:

- "Today's meeting also took place at a time of momentous changes in Europe's immediate neighbourhood. In North Africa and the Middle East, popular movements are voicing a legitimate demand for democracy and social justice. We express our hope that these events will give birth to peaceful, stable and democratic societies;
- intercultural dialogue, education, mutual respect and understanding – within and beyond our borders – are key responses to intolerance and effective tools for building sustainable peace. We take note with thanks of the contribution of the report 'Living together – Combining diversity and freedom in 21st century Europe', prepared by the Group of Eminent Persons, towards strengthening our societies through shared values and the active participation of all individuals, without discrimination;
- Europe's stability and security will benefit from sharing our values with neighbouring regions. We invite the Deputies, on the basis of the Secretary General's proposals and through the bodies of the Council of Europe, to actively develop cooperation with third countries seeking our support for the transition to democracy. We also call to reinforce synergies with the other international organisations, including the partnership with the European Union, in areas of common interest."

In EU-led activities the Centre will continue to focus, especially in regard to youth matters, on the **EU-Africa Joint Strategy** adopted at the Lisbon summit of December 2007, implementation of which will continue until the next Euro-Africa summit to be held in Brussels at the end of 2013. It will also contribute as appropriate to the **Partnership for Democracy and Shared**

**Prosperity**, offered in March 2011 by the European Union to the countries of the southern Mediterranean, building on the fact that the first two of the three areas of focus mentioned are especially relevant to the Council of Europe<sup>3</sup> and its North-South Centre.<sup>4</sup> The radical rethinking of the **European Union's Neighbourhood Policy**<sup>5</sup> also opens up meaningful possibilities, strengthening the requirement of democratisation as a precondition of co-operation, something that can only be helpful to the Council of Europe – and its North-South Centre – in their bilateral and targeted approach to reforms.

Elsewhere the NSC will intensify its co-operation with key players such as the Arab League, the African Union, the Anna Lindh Foundation, UNESCO and the United Nations Alliance of Civilisations. Participation in UNAOC regional strategies in the Balkans and the Mediterranean region will be one way of ensuring that the Centre's work complements international action rather than duplicating efforts. The Centre will also contribute, as appropriate, to a possible relaunch of the Union for the Mediterranean, and maintain its co-operation with the parliamentary (PA-UfM) and local and regional authorities (ARLEM) dimensions of the UfM.

Lastly, the NSC will strive to rebuild co-operative links with the OECD, a principal partner during the 1990s though the tie has since loosened. The important work done by this organisation in a key area of the Centre's activity (education), and the fresh political impetus it received at the time of its 50<sup>th</sup> anniversary celebrations in Paris on 24-26 May 2011, offer possibilities which need to be explored.<sup>6</sup>

## II. POLICY PRIORITIES:

In recent years, reflecting the wishes of its member states and other stakeholders, the Centre has put **considerable effort into concentrating its work**, both geographically and in terms of content:

- geographically, priority has been given, in Europe, to the new Member States of the European Union, to the Balkans and, outside Europe, to the Euro-Mediterranean and Euro-African regions;
- in terms of content, the Centre's work has focused on three major areas: education, youth and intercultural dialogue.

It has also developed much more of a **synergistic role with the Council of Europe**, its "mother organisation", than it exercised previously. And this is what constitutes its obvious added value: there are many structures which have the same objectives as the North-South Centre and work on

---

<sup>3</sup> "Democratic transformation and institution-building, with a particular focus on fundamental freedoms, constitutional reforms, reform of the judiciary and the fight against corruption."

<sup>4</sup> "A stronger partnership with the people, with specific emphasis on support to civil society and on enhanced opportunities for exchanges and people-to-people contacts with a particular focus on the young"

<sup>5</sup> Cf. the joint communication by the European Commission and the High Representative of the European Union for Foreign Affairs and Security Policy, published on 25 May 2011.

<sup>6</sup> Cf. especially work on the new patterns of development, on the distribution of wealth and gender equality, and the launch of a new interactive "Better Life" index which aims to measure well-being and progress in member countries, going beyond the classic framework of statistics based on the production of material wealth (GDP).

the same issues, but only the Centre has the explicit remit of bringing a different awareness (the “global touch”) to the work which the Council of Europe does on its own continent and above all to serve as a launch pad and interface allowing the Strasbourg-based organisation to be represented, through Lisbon, in geographical areas where it does not normally have a presence.

These efforts to consolidate the Centre’s work will be maintained during the period 2011-2013. Its synergy with the Council of Europe will be emphasised still more strongly, thanks to the Centre’s twin role as the “voice of the South” within the Council of Europe and an advocate of democracy and human rights beyond the European continent.

The Centre’s work programme, reflecting these aspirations, will be centred on two focal areas of activity which are also policy objectives:

### **1. Building a global citizenship based on human rights and citizens’ responsibilities:**

This area of activity will cover education and youth, with the aim of developing a “**culture of citizenship**” that is a *sine qua non* for promoting and developing democracy.

In the educational field a major achievement happened on 5 May 2011, when the Committee of Ministers adopted a **Recommendation on education for global interdependence and solidarity**. This Recommendation, addressed to the 47 member states of the Council of Europe and the states that are parties to the European Cultural Convention and/or members of the North-South Centre (i.e. 52 countries in total), forms the base that will underpin the NSC’s work in the years ahead. This work will complement the general endeavours of the Council of Europe to promote its **Charter on Education for Democratic Citizenship and Human Rights Education**, adopted by the Committee of Ministers in May 2010.

A pan-European conference will be held in spring of 2012, ten years after the Maastricht Congress which marked a fundamental stage in the development of education for global citizenship in Europe. This conference will bring together all the relevant stakeholders in Europe, in particular the Council of Europe, the European Commission, the European Parliament, the (intergovernmental) Global Education Network Europe (GENE), the CONCORD civil society platform and the European Youth Forum, and it will be open to any non-European partners who wish to attend. Basing itself on the Recommendation adopted by the Committee of Ministers in May 2011 and on the European Commission’s “DEAR study”<sup>7</sup> of late 2010, it will aim to draw up a **Plan of action to develop education for global citizenship in Europe and beyond**, which will serve as the basis for a new joint management agreement between the North-South Centre and the European Commission, covering the period 2013-2015.

In the period up to the summer of 2012, the Centre will rely on the agreement concluded with the European Commission to extend the current “Joint Management Agreement” by a further year, continuing its work in the new Member States of the European Union and extending this gradually to other countries that are members of the NSC, in the Balkans, Caucasus or Africa. Revision of the **Global Education Guidelines** (currently ongoing), translation of these into additional languages (Russian or Arabic in particular) and development of the **online training course** will proceed accordingly. Synergies will be systematically sought with relevant Council

---

<sup>7</sup> Development Education and Awareness Raising.

of Europe programmes, such as the Pestalozzi teacher training programme, and the training activities for youth leaders organised by the Youth Department, and with external partners such as the Oslo “Wergeland” Centre and the Euro-Mediterranean University based in Slovenia.

Conceptually, in addition to the revision of the guidelines, in-depth work will be done – following on from the Committee of Ministers’ Recommendation – to give fresh impetus to the concept of “global citizenship” and flesh out the idea of a balance between human rights and citizens’ responsibilities. This in-depth work will take the form, specifically, of a publication and/or measures to increase public awareness of these issues. The “Global Education Week” – and its accompanying network provided by the NSC – can be harnessed to this end.

The organisation of the “World Aware” awards will be suspended for the time being and thought will be given to whether it should continue beyond 2011. Whilst this award is appreciated by the circles concerned, the Centre has a duty to remain true to its purpose, which is both political and practical, and I believe the award of prizes should be the exception rather than the rule.

As far as **youth** work is concerned, the NSC’s action will focus essentially on the **Euro-Africa programme** operational since 2009 as part of the Joint Africa-EU Strategy, with political and financial support from the European Commission.<sup>8</sup> This programme, which includes an annual “African University on Youth and Development”,<sup>9</sup> has made the Centre an essential player in the field of Euro-African youth co-operation, and it is managed and implemented jointly with the youth organisations concerned. It is supported not only by the European Union but by the African Union too, and it is an important factor in possible enlargement of the Centre and the opening up of membership to one or more additional African countries.

Discussions are under way to extend or renew the programme beyond 2011, on the basis of the priorities set at the two youth summits organised by the NSC<sup>10</sup> and the conclusions of the European and African youth leaders’ meeting.<sup>11</sup> Work will continue to focus principally on promoting the African Youth Charter, establishing a Euro-African youth platform, helping to create a structured network for the African diaspora in Europe, developing residential and online training courses and mapping youth organisations in Africa. Whilst the programme will continue to encompass all of Africa, it is likely that **priority will shift towards North Africa**, to take account of the democratic change currently happening in the Arab world.<sup>12</sup>

As part of the same line of thinking the NSC, in partnership with the Council of Europe’s Directorate of Democratic Citizenship and Participation, will seek to include a “youth” dimension in the **bilateral co-operation programmes** which the Council of Europe is

---

<sup>8</sup> The NSC’s Euro-Africa programme of co-operation on youth matters is funded chiefly by two instruments: the Joint Management Agreement between the NSC / EC and the CoE / EC partnership in the field of youth.

<sup>9</sup> The 3<sup>rd</sup> was held in Cape Verde from 15 to 23 May 2011.

<sup>10</sup> Lisbon (December 2007) and Tripoli (November 2010).

<sup>11</sup> Addis Ababa (Ethiopia), 10-13 April 2011.

<sup>12</sup> A first step in this direction is the conference on “youth participation for the promotion of peace, human rights and fundamental freedoms”, to be held in Tunis in early 2012, as a joint initiative of the Council of Europe (and its North-South Centre), the European Commission and the Arab League.

concluding - or will be concluding - with a number of countries on the southern shore of the Mediterranean or in the Middle East, with political and financial backing from the European Union.<sup>13</sup> These activities will enhance the Euro-African programme implemented by the Centre at regional level. Specific projects may be implemented, in this context, to help enhance the role of **young women** in public and political life and safeguard equal rights in family and private life. Targeted work might also be done, in co-operation with the Pompidou Group, on the **prevention of drug use amongst the young**.

Lastly, the **University on Youth and Development** will remain one of the permanent processes of the North-South Centre's work, and it will continue to be held every year in September in Mollina (Spain). The basic group of partners in place since the University was formed in 2000, around a "hard core" comprising the North-South Centre, the relevant Spanish authorities and the European Youth Forum, will be strengthened and broadened, and greater involvement of the Council of Europe and the European Commission will be sought. Links between the global University and its "regional sisters" in Latin America and Africa will be maintained, and the possibility of setting up a "youth and development" university in the Mediterranean and/or the Arab region will be explored.

## **2. Promotion of human rights, democracy and the rule of law through targeted co-operation and intercultural dialogue:**

The North South Centre will play an active role as one of the major players in implementing the CoE's new neighbourhood policy. This will be a priority objective for the Centre's work. In view of the current events in the South and East Mediterranean, the Centre's primary activity in the coming years in this context will be its cooperation with the emerging democratic forces in this region. In particular, the Centre will interact with their civil society, youth, parliamentarians, municipal representatives and academia in order to promote the Council of Europe's values through education.

Conceptually, the **White Paper on Intercultural Dialogue**, launched by the Committee of Ministers in May 2008 under the title "Living Together as Equals in Dignity", will remain a reference text for the work of the North-South Centre. However, in line with its revised statute, the NSC will more explicitly promote the standards and principles of the Council of Europe beyond the continent of Europe itself and will, as far as possible and in co-operation with the appropriate departments in Strasbourg, work to broaden the scope of these standards by encouraging interested non-European countries to sign up to the Council's "open" conventions and/or co-operate with it in specific areas by joining enlarged partial agreements. It will also promote membership of the "partnership for democracy" established by the Parliamentary Assembly and co-operation with the Congress of Local and Regional Authorities and the Conference of INGOs. This policy will be pursued on the basis of the principle that **supply must meet demand**, but will focus chiefly on areas where the Council of Europe is in the process of becoming – or has the potential to become – an international reference body, well beyond the borders of Europe.

---

<sup>13</sup> Discussions on a programme of co-operation with Morocco, which began last summer following an introductory seminar on the Council of Europe held in Rabat in February 2010 by the NSC and the Moroccan Foreign Ministry, are at an advanced stage. Contacts have been established with the Tunisian authorities, even before the 23 October elections, with a view to discussing prospects of a similar bilateral co-operation programme between the Council of Europe and Tunisia.

Having participated in its preparation, the North-South Centre cannot but take a keen interest in the report “**Living together – Combining diversity and freedom in 21st century Europe**”. This was drawn up by the Group of Eminent Persons retained by the Council of Europe between September 2010 and May 2011 under the chairmanship of Joschka Fischer, and was published on 11 May 2011. The Centre stands ready to contribute to possible follow-up measures implemented by the Council of Europe and will seek to give the report and its recommendation weight that extends beyond the borders of Europe alone.

As hitherto, the Centre will continue to give priority, in both its multilateral activities and any future bilateral programmes, to the promotion of **gender equality**, highlighting the essential contribution which women make to changes in political, economic and social life and to habits and ways of thinking. The Rome conference held on 24-25 October 2011 with the support of the Parliamentary Assembly of the Council of Europe, the United Nations Alliance of Civilisations, Italy and Spain, provided a roadmap for the Centre’s future activities aimed at promoting the role of women as drivers of change in the Mediterranean region, and it will serve as the basis for the Centre’s work in the years ahead.

**History teaching** will remain an important area of action for the Centre. The project, launched in December 2010 in Slovenia, under the joint leadership of the Council of Europe and its North-South Centre, seeks to develop a multi-perspective approach to the teaching and learning of history in the Balkans. It will continue in the political context of the Alliance of Civilisations’ Action Plan for that region. A similar project, organised jointly with the specialist body Euroclio, should be implemented from early 2012 in the Mediterranean region.

The issue of **religious freedom**, and the situation of religious minorities in certain areas of the world, will also continue to be a major focus of attention. As a follow-up to the 2010 Lisbon Forum the Centre held a workshop on the role of religious leaders in promoting peace and mutual understanding, in the context of the recent Baku Forum. It has also paved the way for promising co-operation in this field with the Anna Lindh Foundation, the Swedish Institute of Alexandria, the Georg Eckert Institute (Brunswick, Germany), the European Wergeland Centre (Oslo) and the Aga Khan Development Network, by organising an exploratory workshop on the subject of “Teaching intercultural dialogue and religious diversity in the Euro-Mediterranean”, in Lisbon on 16 and 17 May 2011. The NSC will use this workshop’s findings as a basis for its future operations, in the more general context of following up the Parliamentary Assembly’s Recommendation 1962 on “the religious dimension of intercultural dialogue”.<sup>14</sup>

All these topics relate to fields in which the Centre has been involved in the past, sometimes for many years, and in which it has gained unquestionable expertise and recognition. In its new perception as an exporter of Council of Europe “products” likely to make their mark on the “world market”, the NSC might also act as an interface between the Council of Europe and non-European partners or countries, in relevant areas and on an *ad hoc* basis.

Given the political developments since the start of the year, it seems clear that the **Mediterranean region** will continue to be a major priority for the North-South Centre’s “Intercultural Dialogue” programme. For the period 2011-2013 it even seems that, geographically, it will be THE main priority. However it is important that in addition to this

---

<sup>14</sup> Adopted by the PACE on 12 April 2011, on the basis of a report by Anne Brasseur (Luxembourg).

targeted engagement the Centre should continue to support the Council of Europe presence at **global level**, in particular through its privileged relationship with the United Nations Alliance of Civilisations (and its active role in the international forums which the Alliance organises periodically<sup>15</sup>) or through other more specific processes such as the World Forum on Intercultural Dialogue held in Baku on 7 and 8 April 2011.<sup>16</sup>

In any event, the NSC will maintain its two flagship activities, namely:

- the **Lisbon Forum**: the process, launched in 2008 in partnership with the Alliance of Civilisations,<sup>17</sup> and centred on “the principle of universality of human rights and its implementation at international and regional level”, will be continued in the years ahead. The geographical scope of the 2011 Forum has been more focused as it dealt with the democratic changes taking place in the Arab countries and the contribution which Europe and the international community in general can make. Its conclusions will have a direct bearing on the NSC’s work programme for the period 2012-2013;
- the **North-South Prize**: latterly this prize has acquired considerable status, becoming a public-relations “must” not only for the North-South Centre but also for the Council of Europe as a whole.<sup>18</sup> Whilst the prize’s success commands that it should continue into the future, the time has come to take stock of the objectives, selection criteria and decision-making process of the Prize. An indepth discussion on this issue will take place at the spring 2012 Executive Committee meeting.

### III. PERSPECTIVES FOR DEVELOPMENT:

The North-South Centre celebrated its **20<sup>th</sup> anniversary** between November 2009 and May 2010. Its first decade saw its influence gradually increase,<sup>19</sup> though it remained on the fringe of the Council of Europe’s activities. During its second decade, the Centre experienced the paradoxical situation of seeing its work becoming more and more consistent with the Council of Europe’s policy priorities, whilst it went through a series of ups and downs which came close to

---

<sup>15</sup> The 4<sup>th</sup> UNAOC Forum will be held in Doha (Qatar) on 11-13 December 2011. It follows those held in Madrid (January 2008), Istanbul (April 2009) and Rio de Janeiro (May 2010).

<sup>16</sup> The Azerbaijani authorities have already indicated their willingness to host a 2<sup>nd</sup> World Forum on Intercultural Dialogue in Baku, in spring 2013.

<sup>17</sup> Whose High Representative, Jorge Sampaio, has been President of the Lisbon Forum since 2009.

<sup>18</sup> Cf. the list of winners since 2007: Simone Veil and Kofi Annan; Jorge Sampaio and Queen Rania of Jordan; Mikhail Gorbachev and Rula Dashti; Louise Arbour and Luiz Inacio da Silva; Boris Tadic and Souhayr Belhassen.

<sup>19</sup> In quantitative terms, the NSC grew from 10 founding states in 1989 to 20 member states in 2001. In qualitative terms, Germany, joining that year, brought in a 3<sup>rd</sup> large contributor alongside France and Italy. The only negative point was that Turkey withdrew in 1994.

ending its existence.<sup>20</sup> As its third decade of life has just begun, the adoption of a new statutory resolution should give the Centre the **stability** it needs in the short term, which is a necessary condition for its **development** in the medium and long term.

The statutory resolution adopted by the Committee of Ministers on 5 May 2011 has strengthened the Centre's remit, given greater weight to its political role, redefined its priorities and made major changes to the way it operates. 2011 to 2013 will thus be primarily a period in which the Centre "slips into its new clothes" and looks to make the most of its new potential. It is a reasonable assumption that its 22 current member states, having just confirmed the political importance they attach to the Centre and given it a new statute, are thus committed to guiding it and sticking with it in the years ahead: their support and trust, together with those of the other stakeholders within the Council of Europe and the European Union, are the essential bedrock on which its future will be built.

The first step has been the **constituent meeting of the new Executive Committee**, on 24 June in Strasbourg, which has set up the political and functional conditions for its new operations. This was followed, at the 2<sup>nd</sup> meeting of the Executive Committee on 2 November, by the adoption of a programme and a **budget for the years 2012 and 2013**, in line with the new two-yearly rhythm which the Council of Europe has adopted.

There is one question mark left hanging here: the one over the continued work of the **Think Tank** which was set up at the time of the Centre's 20<sup>th</sup> anniversary, and whose source of funding has failed to deliver<sup>21</sup>. As recognised by the Executive Committee at its meeting on 24 June, the Think Tank has proved its usefulness, and the commitment, expertise and availability of its members – and above all its chairman – bring a clear added value not only to the NSC's Secretariat but also to its statutory bodies. Alternative sources of funding are currently being explored, and the Executive Committee will re-evaluate this initiative at its spring 2012 meeting.

The new statutory resolution will also enable the Centre to undertake specific work to **heighten its profile**, through a reshaped website, systematic use of new information technologies and social networks, the renewal of its promotional aids and the concentration of its communication in a single newsletter, to be circulated exclusively electronically and at intervals aligned with those habitual within the Council of Europe.<sup>22</sup>

In light of the discussions held at the constitutive meeting of the Executive Committee on 24 June, the new strategy includes an evaluation of the performance of the North-South Centre,

---

<sup>20</sup> The crisis years in which funding from the European Commission ended (2003) and Italy and France withdrew (2006 and 2007 respectively), were followed by a period of recovery when 5 new members joined (two of them from outside Europe), Italy rejoined and the European Commission/Union resumed its political and financial support. But Malta's exit and return between 2008 and 2011, and the withdrawals of the Netherlands and Switzerland at the end of 2010, showed that the NSC was vulnerable to the political vicissitudes and/or budgetary ups and downs occurring in its member states.

<sup>21</sup> The Chair will write to the Secretary General in order to propose to record this fact officially and recognise that the Al Jaber Foundation has not upheld the commitment it gave the Council of Europe in the co-operation agreement signed in November 2009.

<sup>22</sup> Since September 2011, this single newsletter has replaced the NSC's previous monthly newsletter and the specialist quarterly newsletter on education for global citizenship. It is published every two months.

focusing on the impact and added value of its activities, on their relevance within the Council of Europe framework, and on the results achieved. The evaluation process will be implemented in the follow up of the exchange of views which took place on 21 September 2011 between the Council of Europe Audit Committee and the NSC Executive Director, and an (internal) evaluation of the North-South Centre has already been included in the 2012 work programme of the Directorate of Internal Oversight of the Council of Europe.

This realistic approach does not mean that there is no room for **ambition**: the priorities set out in this document are not short in this respect and the Centre's role and influence can – and must – extend well beyond the immediate impact of its work. Over and above the programmes the Centre implements itself, it has the potential – and the ability – to get things done by others, by mobilising non-budget funds, forging links, setting up networks and synergies, acting as an interface and facilitator. Many of the avenues of action referred to in this document will be pursued in this way: obviously the proposed “menu” cannot be chosen by the NSC alone, and there will be a lot of other guests around the table to eat it.

Ambition must also be mandatory as regards **enlargement of the Centre**. In addition to the invitation, contained in the new statutory resolution, to all member states of the Council of Europe to join the NSC as soon as possible, the following priorities could be pursued:

- improving the North-South balance within the NSC itself, by actively promoting the membership of additional non-European countries, notably those engaged in democratic changes in the **south of the Mediterranean and in the Middle East**;<sup>23</sup>
- building on the new role of the NSC in the promotion of democracy and human rights in the Mediterranean, to convince **France** and **Turkey**, former members of the Centre, to rejoin and bring back to it their political weight and financial backing;
- drawing on the Centre's work in **Central and Eastern Europe** and/or the **Balkans** to persuade other countries in these regions which are Council of Europe members or applicants for EU membership to follow the recent examples of Montenegro and Serbia;
- following up the positive relations the Centre has had with the **Russian Federation** since 2009 and exploiting the fact that Azerbaijan joined in 2010 to explore opportunities for action in a new geographical area (**Caucasus, Central Asia**).

But whatever the outcome of an enlargement strategy of this kind, it seems clear that the NSC cannot, for its development, count on increased financial contributions from its member states. So the Centre will need to work, not only to strengthen its relationship with the European Union further,<sup>24</sup> but also to develop its co-operation with partners such as the large foundations, in

---

<sup>23</sup> The informal link made in the case of Morocco between EU “advanced status” and membership of the North-South Centre might serve as an example to other countries, for example Jordan (which has had this status since the end of 2010), Tunisia or Egypt.

<sup>24</sup> Notably through the invitation contained in the new statutory resolution to the European Union to become a member of the NSC.

Portugal and/or Europe.<sup>25</sup> The option of private patronage could also be explored, emulating the practice followed by the United Nations.

As regards the **Secretariat**, the difficult decade which the Centre has just been through has had its effects, both quantitatively and qualitatively.<sup>26</sup> At the moment it seems neither necessary nor appropriate to increase its staffing level significantly, but it will be imperative, for the implementation of bilateral programmes with certain neighbouring countries, to include adequate staff resources. The most pressing problem needing to be resolved is the unavailability – for two and a half years now – of the NSC's coordinator for intercultural dialogue and Euro-Mediterranean co-operation. The classification of the two existing temporary administrative support positions should also be reviewed, because of the constraints imposed by the Council of Europe's rules (limit of six months per year).

In the new era opening up for the North-South Centre, the watchwords have to be pragmatism, complementary action and flexibility. Nevertheless, the Centre must keep intact the **idealism** which has underpinned it since its foundation, and which is the very lifeblood of the Council of Europe. It must move forward step by step, with each step representing progress, without ever losing sight of its fundamental objective of promoting universal human rights. It must know the world as it is and must raise awareness, in and outside Europe, of the fact that our modern-day societies are interdependent (“one world”). But it must also encourage solidarity and the spirit of responsibility, the only guarantors of our shared future (“our world”), so that it can move that world further towards where it ought to be.

*“Too much sanity may be madness. And maddest of all, to see life as it is and not as it should be!”* (Cervantes)

---

<sup>25</sup> In particular the Aga Khan Development Network and the Gulbenkian Foundation, with which the Centre already has excellent contacts.

<sup>26</sup> The NSC Secretariat currently has 11 staff working in it (6 of them permanent, 3 on fixed-term contracts and 2 temporary staff), compared with 25 staff ten years ago, of whom 12 were permanent.

**Resolution CM/Res(2011)6  
on the European Centre for Global Interdependence and Solidarity (North-South Centre)**

*(Adopted by the Committee of Ministers on 5 May 2011  
at the 1113th meeting of the Ministers' Deputies)*

The Committee of Ministers, in its composition restricted to representatives of the States members of the Partial Agreement establishing the European Centre for Global Interdependence and Solidarity (North-South Centre),<sup>27</sup>

Having regard to the Statute of the Council of Europe adopted on 5 May 1949;

Recalling Resolution Res(89)14 establishing a European Centre for Global Interdependence and Solidarity (North-South Centre), adopted by the Committee of Ministers on 16 November 1989 at its 85th Session;

Recalling Resolution Res(93)51 confirming the continuation of the European Centre for Global Interdependence and Solidarity, adopted by the Committee of Ministers on 21 October 1993 at the 500th meeting of the Ministers' Deputies;

Considering Statutory Resolution Res(93)28 on partial and enlarged agreements, adopted by the Committee of Ministers on 14 May 1993 at its 92nd Session;

Considering Resolution Res(96)36 establishing the criteria for partial and enlarged agreements of the Council of Europe, adopted by the Committee of Ministers on 17 October 1996, at the 575th meeting of the Ministers' Deputies, as amended by Resolution CM/Res(2010)2, adopted by the Committee of Ministers on 5 May 2010 at the 1084th meeting of the Ministers' Deputies;

Considering Recommendation 1893 (2009) on “The future of the European Centre for Global Interdependence and Solidarity (North-South Centre)”, adopted by the Parliamentary Assembly on 20 November 2009;

In light of the positive opinions of the Executive Council of the North-South Centre, the Congress of Local and Regional Authorities of the Council of Europe and the Conference of International Non-Governmental Organisations of the Council of Europe, as well as the support expressed by the European Commission, the European Parliament and the Committee of Regions of the European Union;

Recognising the efforts of the North-South Centre to reflect fully and consistently the Council of Europe's political priorities as established at the Third Summit of Heads of State and Government of the Council of Europe in Warsaw (16-17 May 2005);

Welcoming the growing collaboration between the North-South Centre and regional and international organisations such as the European Union (in the framework of the Memorandum of Understanding between the Council of Europe and the European Union, signed in May 2007) and the United Nations;

Considering the relevance of the North-South Centre in an ever-growing complex international environment and its unique mission of providing a framework for North-South co-operation to increase public awareness of global interdependence and solidarity issues and strengthen – through intercultural

---

<sup>27</sup> States concerned: Azerbaijan, Cyprus, Finland, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malta, Montenegro, Norway, Portugal, San Marino, Serbia, Slovenia, Spain and Sweden.

dialogue – the commitment to the principles and values shared by the Council of Europe, the European Union and the United Nations, particularly in the fields of democracy, human rights and the rule of law;

Welcoming the unwavering support from the Government of Portugal since the setting-up of the North-South Centre in Lisbon in May 1990,

Reaffirms the importance and relevance of the European Centre for Global Interdependence and Solidarity (North-South Centre) as an enlarged partial agreement of the Council of Europe, managed autonomously, subject to the provisions contained in the appended revised Statute which enters into force on 1 June 2011.

*Appendix to Resolution CM/Res(2011)6*

### **Revised Statute of the European Centre for Global Interdependence and Solidarity (North-South Centre)**

*Article 1 – Aims and functions*

1.1 The aims of the European Centre for Global Interdependence and Solidarity (“the Centre”) are:

- to promote human rights, democracy and the rule of law through intercultural dialogue and education, in particular among the youth of Europe and its neighbouring regions;
- to provide a framework for European co-operation for the purpose of increasing public awareness of global interdependence and solidarity issues;
- to promote policies of solidarity in conformity with the aims and principles of the Council of Europe, by fostering dialogue and co-operation between Europe and non-European countries in neighbouring regions.

The Centre will pursue its aims in conformity with the values and principles of the Council of Europe.

1.2 The Centre will thus serve to:

- a.* improve education and information on human rights, democracy and the rule of law and on the fundamental issues of global interdependence and solidarity, and promote liaison between the competent government departments and services of the member states as regards their public awareness work on the aforementioned issues, both directly and in their support of NGOs;
- b.* promote intercultural dialogue between Europe and non-European countries or neighbouring regions;
- c.* offer a platform for structured co-operation with the Council of Europe, mainly for non-European neighbouring countries which may be interested in acceding to the Centre;
- d.* maintain and further enhance the process of quadripartite communication and co-operation between governments, parliamentarians, local and regional authorities and non-governmental organisations (“NGOs”), in particular:
  - by strengthening co-operation and contacts between NGOs from the North and the South, active in promoting a better understanding of global interdependence and in pursuing solidarity on the basis of universal principles and commonly shared values;

- by encouraging similar contacts at parliamentary and local and regional authorities level;
- e.* develop working relations and synergies with the European Union prior to its accession, the United Nations and other regional and international institutions and organisations active in relation to global interdependence and solidarity and sharing the values of the Council of Europe.

#### *Article 2 – Location of the Centre*

The Centre's premises are located in Lisbon by courtesy of the Government of Portugal.

#### *Article 3 – Membership of the Centre*

3.1. All member states of the Council of Europe are invited to become members of the Centre. A member state may join at any time by notification addressed to the Secretary General of the Council of Europe.

3.2. Other states may be invited to accede to the Centre by a decision of the Committee of Ministers taken by the majority provided for in Article 20.d of the Statute of the Council of Europe and by the unanimous vote of the representatives of the member states of the Centre entitled to sit on the Committee after consulting the other members of the Centre.

3.3. The European Union is invited to join the Centre.

#### *Article 4 – Executive Committee*

4.1. The Executive Committee is the decision-making statutory organ of the Centre.

4.2. The Executive Committee has the following composition:

*a.* a government representative designated by each member state of the Centre and a representative designated by the European Union once the European Union becomes a member of the Centre;

*b.* four parliamentarians, two of whom designated by the Parliamentary Assembly of the Council of Europe, and two of whom designated by the European Parliament;

*c.* four members representing local or regional authorities, two of whom designated by the Congress of Local and Regional Authorities of the Council of Europe and two of whom designated by the Committee of the Regions of the European Union;

*d.* four members representing organised civil society, two of whom designated by the relevant structures of the Council of Europe responsible for civil society and youth, and two of whom designated by the Executive Committee following proposals by the Bureau, selected from non-governmental organisations active in priority activity areas of the Centre and ready to engage in a concrete co-operation with the Centre to serve common objectives;

*e.* the Secretary General of the Council of Europe or his/her representative, in an advisory capacity;

*f.* a representative of the European Commission/Union (as long as the European Union is not a member of the Centre).

4.3a The decisions concerning the adoption of the budget of the Centre shall be taken by the Executive Committee in its composition restricted to the members designated under Article 4.2a, with a two-thirds majority of the votes cast and a majority of the members entitled to vote.

4.3b All other decisions shall be taken by the Executive Committee as a whole, with a two-thirds majority of the votes cast and a majority of the members of the Executive Committee, including the favourable vote of at least half of the members voting, as designated under Article 4.2a above.

4.4 The Executive Committee shall meet twice a year, in principle in Lisbon and in Strasbourg. It may, if the need arises, decide to organise meetings in other venues.

#### *Article 5 – Bureau*

5.1 The Executive Committee shall elect, from among its members, a Bureau composed of a Chair and eight other members, ensuring that five of the Bureau members are governmental representatives, on the basis of an equitable geographical distribution, and that parliamentarians, local and regional authorities and civil society are each represented in the Bureau, as well as the European Commission/Union.

5.2 The Bureau shall monitor the preparation and execution of programmes and report to the Executive Committee. It shall also prepare the meetings of the Executive Committee, with the assistance of the Centre's Secretariat.

5.3 The Bureau shall also carry out any other task entrusted to it by the Executive Committee.

#### *Article 6 – Secretariat of the Centre*

6.1. The Secretariat of the Centre shall be headed by an Executive Director. The number of staff shall be determined by the Executive Committee in the light of the tasks and the agreed programmes of the Centre.

6.2. The Secretariat shall in particular:

- a. prepare programmes for the implementation of the aims and functions listed under Article 1;
- b. serve as a liaison centre and clearing-house for information on activities concerning global interdependence and solidarity;
- c. constitute basic documentation on global interdependence and solidarity issues, in contact with universities and appropriate centres in Portugal and elsewhere;
- d. maintain working relations with the European Union, the United Nations and other regional and international institutions and organisations, as a follow-up of the decisions taken by the Executive Committee and/or the Bureau;
- e. explore new co-operation prospects or partnerships as may be relevant to the programmes of the Centre, with prior guidance from the Bureau or the Executive Committee;
- f. provide meeting facilities for the organs of the Centre and for activities in pursuance of its aims.

#### *Article 7 – Financial arrangements*

7.1 Expenditure relating to the implementation of common secretariat expenditure and an allocation to the programme account shall be covered by the regular budget of the Enlarged Partial Agreement establishing the Centre, within the limits agreed by the Executive Committee.

7.2 Additional expenditure relating to programmes as well as consultants and temporary staff recruited on the basis of specific needs arising from such programmes shall be covered by voluntary contributions made available by members of the Centre, the European Union and/or other donors to fund these programmes.

7.3 The travel and subsistence expenses of persons attending meetings of the Executive Committee shall be paid by the member state or the organisation concerned, unless otherwise decided by the Executive Committee on the basis of special purpose allocations specified in the budget of the Centre.

7.4 Additional expenditure arising from the organisation of statutory meetings elsewhere than at the seat of the Council of Europe or the premises of the Centre shall be borne by the country hosting the meeting.

*Article 8 – Amendment/s to the Statute*

8. The present Statute may be amended by an unanimous decision of the Committee of Ministers in its composition restricted to the representatives of the member states of the Centre, on the basis of an opinion of the Executive Committee adopted in accordance with Article 4.3*b* above.